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Collected Works
of the
Thirtieth Chief of Staff,
United States Army

John A. Wickham, Jr.
General, United States Army
Chief of Staff
June 1983 - June 1987

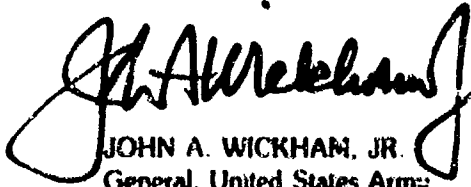
PREFACE

My tenure as the thirtieth Chief of Staff of the United States Army has drawn to an end. Soldiers, historians, and policymakers will weigh the key decisions made by the Army leadership during the last four years against our success in improving the Army's military capabilities. Although we have had to make some tough choices, I think that we have made solid progress and that we tried to do what was "right" for the Army and the nation.

This book, a compilation of my written and spoken works, is intended to provide insight into my tour as Army Chief of Staff by capturing the spirit of these last four years, the rationale underlying important decisions, and the ideas that were fostered during my forty-one years in uniform, including those early developmental years at the United States Military Academy. My hope is that it will help to enhance the professional development of officers and noncommissioned officers, the preparation of general officers, and the knowledge of historians and researchers. The book includes major addresses to military and civilian audiences, Congressional testimony, interviews, published articles, letters to General Officers, and edited White Papers. The editors have prepared a prologue, an introduction to each section in the book, and an epilogue to assist the reader in using these collected works.

We, the Army leadership and I, have had a vision of where we thought the Army should go. We have striven to improve readiness—in the present and for the future. The elements of our vision have served people and families, balanced and increased the combat capability of the force, improved jointness, capitalized on productivity-enhancing technology, and strengthened stewardship. We tried to champion new ideas, improve the state of leadership, and enhance the climate of command so that our soldiers and their families could truly "be all that they can be." Our work is not finished. There are numerous challenges that still remain; but, in my view, the Army's pathway to the twenty-first century is well defined.

Many persons, too numerous to mention by name, have contributed to this book. These persons include the entire Army Staff, my speechwriters, and members of my personal staff who contributed valuable material and expert help to my speeches and articles. I am grateful for their assistance.


JOHN A. WICKHAM, JR.
General, United States Army
Chief of Staff

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RESUME OF SERVICE CAREER

JOHN ADAMS WICKHAM, JR., General

DATE AND PLACE OF BIRTH

25 June 1928, Dobbs Ferry, New York

YEARS OF ACTIVE COMMISSIONED SERVICE

Over 36

PRESENT ASSIGNMENT

Chief of Staff, United States Army,
Washington, DC 20310, since June 1983

MILITARY SCHOOLS ATTENDED

The Infantry School, Basic and Advanced Courses
United States Army Command and General Staff College
Armed Forces Staff College
The National War College

EDUCATIONAL DEGREES

United States Military Academy—BS Degree—Military Science
Harvard University—MPA Degree—Public Administration
Harvard University—MA Degree—Politics, Economics, and Government

MAJOR DUTY ASSIGNMENTS

FROM	TO	ASSIGNMENT
Jun 50	Sep 51	Rifle Platoon Leader, Company G, and later S-2 (Intelligence), 2d Battalion, 6th Infantry Regiment, United States Army European Command
Sep 51	Nov 51	Mortar Platoon Leader, Company H, 2d Battalion, 6th Infantry Regiment, United States Army European Command
Nov 51	Jul 52	Assistant Regimental S-4 (Logistics), Service Company, 6th Infantry Regiment, United States Army European Command
Jul 52	May 53	Commander, Company K, 3d Battalion, 6th Infantry Regiment, United States Army European Command
May 53	Aug 53	Student, Infantry Officer Basic Course, United States Army Infantry School, Fort Benning, Georgia
Nov 53	Jan 54	Executive Officer, Company L, 511th Airborne Infantry Regiment, Fort Campbell, Kentucky
Jan 54	Jun 54	Aide-de-Camp to the Commanding General, 37th Infantry Division, Fort Riley, Kansas
Jul 54	Jun 56	Student, Harvard Graduate School of Public Administration, Harvard University, Cambridge, Massachusetts
Jul 56	May 58	Instructor, Economics, Department of Social Sciences, United States Military Academy, West Point, New York
May 58	Sep 58	Student, Infantry Officer Advanced Course, United States Army Infantry School, Fort Benning, Georgia

JOHN ADAMS WICKHAM, JR., General

MAJOR DUTY ASSIGNMENTS

FROM	TO	ASSIGNMENT
Sep 58	Jun 60	Assistant Professor, Economics, Department of Social Sciences, United States Military Academy, West Point, New York
Aug 60	Jun 61	Student, United States Army Command and General Staff College, Fort Leavenworth, Kansas
Aug 61	Sep 62	S-3 (Operations), 1st Battle Group, 5th Cavalry Regiment, Eighth United States Army, Korea
Dec 62	Jun 63	Student, Joint Operations, Armed Forces Staff College, Norfolk, Virginia
Jul 63	Jul 64	Staff Officer, International Policy Division, Strategic Plans and Policy Directorate, Office of the Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC
Jul 64	Jun 66	Assistant Executive Officer and Aide-de-Camp to the Chief of Staff, United States Army, Washington, DC
Aug 66	Jun 67	Student, The National War College, Fort Lesley J. McNair, Washington, DC
Jun 67	Oct 67	Commander, 5th Battalion, 7th Cavalry Regiment, 1st Cavalry Division (Air Mobile), United States Army, Vietnam
Oct 67	Oct 69	Staff Officer, Short Range Branch, Strategic Plans and Policy Division, Plans and Policy Directorate, J-5, Organization of the Joint Chiefs of Staff, Washington, DC
Oct 69	Jun 70	Commander, 1st Brigade, and Chief of Staff, 3d Infantry Division (Mechanized), United States Army Europe
Jun 70	Aug 71	Army Member, Chairman's Staff Group, Office of the Chairman, Joint Chiefs of Staff, Washington, DC
Sep 71	Mar 73	Deputy Chief of Staff, Economic Affairs and Deputy Chief, United States Delegation to the Four Party Military Delegation to Execute the Peace Treaty, Headquarters, United States Military Assistance Command, Vietnam
Apr 73	Feb 76	Military Assistant to the Secretary of Defense, Office of the Secretary of Defense, Washington, DC
Feb 76	Mar 78	Commanding General, 101st Airborne Division (Air Assault) and Fort Campbell, Kentucky
Apr 78	Jul 78	Assistant Deputy Chief of Staff for Operations and Plans, United States Army, Washington, DC
Jul 78	Jul 79	Director, Joint Staff, Organization of the Joint Chiefs of Staff, Washington, DC
Jul 79	Jun 82	Commander in Chief, United Nations Command/Commander in Chief, Combined Forces Command/Commander United States Forces Korea/Commander, Eighth United States Army
Jun 82	Jun 83	Vice Chief of Staff, United States Army, Washington, DC
Jan 83	Jun 87	Chief of Staff, United States Army, Washington, DC

JOHN ADAMS WICKHAM, JR., General

PROMOTIONS

Temporary

DATES OF APPOINTMENT

Permanent

2LT		2 Jun 50
1LT	5 Dec 51	2 Jun 53
CF1	14 Oct 54	2 Jun 57
MAJ	25 Jun 59	2 Jun 64
LTC	30 Jul 63	2 Jun 71
COL	16 Aug 68	2 Jun 75
BG	1 Jul 72	16 Aug 76
MG	14 Jul 73	5 Jul 78
LTG	22 Aug 78	
GEN	10 Jul 79	

US DECORATIONS AND BADGES

Defense Distinguished Service Medal (with 3 Oak Leaf Clusters)
Army Distinguished Service Medal (with 1 Oak Leaf Cluster)
Navy Distinguished Service Medal
Air Force Distinguished Service Medal
Silver Star (with Oak Leaf Cluster)
Legion of Merit (with 3 Oak Leaf Clusters)
Bronze Star Medal with V Device
Purple Heart
Meritorious Service Medal
Air Medals (11)
Army Commendation Medal
Combat Infantryman Badge
Expert Infantryman Badge
Air Assault Badge
Parachutist Badge
Secretary of Defense Identification Badge
Joint Chiefs of Staff Identification Badge
Army General Staff Badge

SOURCE OF COMMISSION USMA

SUMMARY OF JOINT ASSIGNMENTS

Assignment	Dates	Grade
Staff Officer, Nuclear Branch, later Strategic Range Branch, Strategic Plans and Policy Division, J-5, Organization of the Joint Chiefs of Staff, Washington, DC	Feb 68-Oct 69	Colonel
Army Member, Staff Group, Office, Chairman Joint Chiefs of Staff, Washington, DC	Aug 70-Aug 71	Colonel

JOHN ADAMS WICKHAM, JR., General

SUMMARY OF JOINT ASSIGNMENTS

Assignment	Dates	Grade
Deputy Chief of Staff, Economic Affairs, United States Military Assistance General Command, Vietnam and later Deputy Chief, United States Delegation to the Four Party Military Delegation to Execute the Peace Treaty	Sep 71-Mar 73	Brigadier
Senior Military Assistant to the Secretary of Defense, Washington, DC	Jun 73-Feb 76	Major General
Director, Joint Staff, Organization of the Joint Chiefs of Staff, Washington, DC	Jul 78-Jul 79	Lieutenant General
Commander in Chief, United Nations Command/Commander in Chief, Combined Forces Command/Commander, United States Forces Korea/Commander, Eighth United States Army	Jul 79-Jun 82	General
Chief of Staff, United States Army	Jun 83-Present	General

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PROLOGUE

On June 1983, General Wickham assumed his duties as Chief of Staff, Army, with three immediate goals in mind: to strengthen readiness in accordance with the Army leadership's vision for the future while maintaining stability for ongoing programs; to assure adequate support for Army programs by the American people and the political authorities, and to exemplify the highest standard of ethical leadership and create a positive command climate throughout our Army.

He recognized that the Soviets' threat to world peace and those posed by their surrogates were likely to remain dangerous and perhaps grow. He also strongly supported, early on, the notion of his predecessor that the Army needed a balanced, modern, and ready force that could fight across the entire spectrum of conflict, especially low-intensity conflicts, the type of warfare that is most likely in the future. The assault on the heavily defended Port Salines Airfield on the Caribbean island of Grenada on 25 October 1983 pointed out this reality. He knew that being ready for war was the key to deterrence and, if required, to fighting and winning. To him, readiness—the one word that best characterizes the operational part of the military institution in peacetime—meant manning, organizing, equipping, training, supplying, leading, and caring for quality soldiers.

General Wickham's oft-stated philosophy that people are the Army's most important resource was the hallmark of his tenure and added emphasis to the requirement for the Army to recruit and retain quality soldiers. He was convinced that taking care of soldiers and enhancing the quality of life for them and their families resulted in improved readiness.

General Wickham believed that leaders must be competent, understanding, compassionate, and tolerant. He stressed in all his talks that officers and NCOs have an obligation to provide leadership that capitalizes on all the resources—human, materiel, dollars, and time—entrusted to them. He continued his predecessor's programs that strengthened cohesion and bonding, such as COHORT and the Regimental system, and he initiated significant studies of officer, warrant officer, non-commissioned officer, and civilian professional development systems in an effort to exploit the full potential of the human dimension. He firmly believed that leadership will make the difference between a good Army and a great Army.

General Wickham was a strong advocate of "jointness." He reminded audiences that if we had to go to war, we would go jointly, and that the Army has to be the most joint of all. He was proud of the Joint Force Development Process and the Memorandum of Agreement that he and the former Chief of Staff of the Air Force, General Gabriel, signed in May 1984, and of the thirty-seven initiatives undertaken so far to develop complementary rather than duplicative service capabilities and to improve war fighting effectiveness.

He believed that the Army had to develop productivity-enhancing technology that would save precious manpower and substantially improve combat power. In 1983, the leadership made a fundamental decision to maintain the strength of the Active Army at about 780,000 soldiers in order to protect the programs that focused on readiness, essential modernization, sustainability, and quality of life for people. Yet, during these years, a comprehensive "Army of Excellence" study of our force structure resulted in economies and efficiencies that allowed the Army to add a substantial number of combat battalions to its structure. These initiatives led to the formation of the light infantry divisions and enhanced Special Operations Forces and, ultimately, increased the Army's overall strategic deployability and utility.

General Wickham directed that Army programs be formulated so that our military capabilities—readiness, sustainability, modernization, and force structure—were developed in a balanced, consistent, and coherent fashion. He also tried to maintain program balance between global and regional requirements, combat, combat support, and combat service support forces; the Active and Reserve Components; and, coalition, joint, and Service-specific needs. In reaching these trade-offs, the deterrent value of combat forces was judged to be of greater value than marginal enhancements to sustainability. This comprehensive approach ensured that the short-term needs of the combatant commanders, the CINCs, as well as the long-term priorities of the Service, were reasonably satisfied.

General Wickham structured his speeches so that he began with humor, captured the audiences' "heads" with his message, and ended by grabbing their "hearts" with a powerful vignette, quotation, or excerpt of a letter that he had received from a soldier or family member. He used self-deprecating humor, which always related a

moral, in order to convey his belief that senior people need a sense of humility and humor as they execute their important duties. Committed to providing strong, ethical leadership, he often ended his talks with the exhortation to "make a difference" or to "make history on your watch."

This book is organized into four sections, one for each year of General Wickham's tenure as Chief of Staff, Army. Each section is introduced by an overview that describes what General Wickham wrote and spoke about during that particular time frame. While the over-

views are not intended to provide a historical interpretation of events, they do attempt to convey a sense of General Wickham and his times.

In the sections of this book, quotes and vignettes have been excised in many speeches where they have been included in previous remarks. Ellipses have been inserted to indicate the omissions.

These works were selected and edited by members of General Wickham's speechwriter's office who assume sole responsibility for the content of the book and its preparation.

SECTION I

23 June 1983—30 June 1984

During this first year as Chief of Staff, General Wickham expressed the Army's need for "vision" and promised, as he entered office, that he would maintain a healthy balance between continuity and change in the Army's programs. He recognized that unnecessary changes would undermine the overall integrity and well-being of the Army. He reminded audiences that the Army would remain small, about 780,000 soldiers in the active force, for stability and so that it could protect programs that focus on readiness, essential modernization, and quality of life for people, while providing reasonable increases in sustainability. Thus, even in the midst of the Reagan administration's defense build-up and while enjoying the support of Congress, the quality of the force was going to be a paramount concern because the soldiers in today's Army would have to be the "seed corn," in the event of rapid expansion, for tomorrow's Army.

He articulated the rationale for the new force structure initiatives to include the light infantry divisions and Special Operations Forces. Strategic deployability was needed to make the Army more relevant to the times. He defined as the principal implied missions for the Army: to provide for strategic deterrence with the best mix of forward deployed, light and heavy forces with flexible, deployable forces held in reserve; to help other nations defend their territorial integrity; to exploit technology, tactical, and strategic concepts; and, to provide vigorous training and recruiting programs to field an Army that could fight outnumbered and win.

On all occasions, General Wickham tailored his remarks to the themes of the current year—in this instance, an Army of Excellence and the Family, the themes for 1983 and 1984 respectively—and he gave examples and vignettes that illustrated how the Army leadership implemented these themes. It was during the Year of the Family, that General Wickham took steps to institutionalize programs that would substantially improve the quality of life for people.

Selections of General Wickham's speeches and articles from his first year in office follow.

NOMINATIONS—GENERAL WICKHAM
United States Senate
Committee on Armed Services,
Washington, DC

THURSDAY, APRIL 21, 1983

The Committee met, pursuant to other business, at 12:20 p.m., in Room SD-106, Dirksen Senate Office Building. The Honorable John Tower (Chairman of the Committee), presiding.

Members Present: Senators John Tower and Sam Nunn

Committee Staff Members Present: Alan R. Yuspeh, General Counsel; Christine C. Dauth, Chief Clerk; Brenda K. Hudson, Assistant Chief Clerk; and Willis D. Smith, Deputy Staff Director and Chief Scientist for the Minority.

Staff Assistant Present: Jacquelin S. O'Grady.

Committee Members' Assistants Present: John Campbell, Assistant to Senator Warner; Jon Etherton, Assistant to Senator Jepsen; Hank Steenstra, Assistant to Senator Quayle; Arnold Punaro, Assistant to Senator Nunn; Greg Pallas, Assistant to Senator Exon; and Peter D. Lennon, Assistant to Senator Levin.

Chairman Tower: The Committee will come to order.

The Committee meets today to consider the nomination of General John A. Wickham, Jr., to be Chief of Staff of the United States Army. We are pleased to have General Wickham with us.

General Wickham has served with distinction in a number of positions in the Army. He is presently the Vice Chief of Staff of the Army. Prior to this service, he was for three years the Commander-in-Chief of the United Nations Command and of the United States Forces in Korea.

He previously served as Director of the Joint Staff of the Organization of the Joint Chiefs of Staff, Assistant Deputy Chief of Staff for Operations and Plans of the Army, and Commanding General of the 101st Airborne Division at Ft. Campbell, Kentucky.

General Wickham's experience also includes service in the office of the Secretary of Defense, with United

States activities in Vietnam, and other positions with the Joint Chiefs.

A graduate of the United States Military Academy, General Wickham holds two masters degrees from Harvard University. He has also completed advanced military courses at the Army Infantry School, the Army Command and General Staff College, the Armed Forces Staff College, and the National War College.

General Wickham, we are pleased to have you with us today.

We are also pleased to have our distinguished colleague, Senator Sasser from Tennessee who I believe would like to present the nominee to the Committee at this time.

**STATEMENT OF THE HONORABLE JIM SASSER,
A UNITED STATES SENATOR FROM THE STATE
OF TENNESSEE**

Senator Sasser: Thank you, Mr. Chairman and Senator Nunn.

I am pleased to appear before this Committee today in company with and in behalf of General John A. Wickham, Jr. I share with my distinguished senior colleague, Senator Baker, the privilege of commending the administration's choice of General Wickham to be the Chief of Staff of the United States Army.

Mr. Chairman, you and this Committee are very familiar with the distinguished military career of General Wickham, so I won't dwell on that except to say that he has served his country with honor for 32 years.

I had the privilege of knowing him personally since he commanded the 101st Airborne Division at Ft. Campbell, Kentucky. We are very proud of the 101st Airborne Division in Tennessee, one of the most illustrious military units in our Army.

I had the occasion to visit that installation frequently when General Wickham was commanding there. The

General and I share many mutual acquaintances. I can say assuredly that I share with all who know him the greatest respect for his outstanding character, his dedication to duty, and his high standard of professionalism.

I might say, Mr. Chairman, that several officers who served under him at Ft. Campbell, some of whom are now retired and are constituents of mine in Tennessee, contacted me concerning General Wickham's confirmation. All were enthusiastic in their recommendation of General Wickham for this position.

One of them, his former Deputy Post Commander, a distinguished soldier-scholar I would characterize him, by the name of Art Lombardi, wrote me this note about General Wickham.

Colonel Lombardi said, "General Wickham was without reservation the very best General I have ever served with in my years in the Army. He is articulate, highly intelligent and dedicated. This is coupled with a compassionate concern for the rank and file soldiers and their dependents."

Colonel Lombardi comments, "He was thorough, he has an across-the-board understanding and perception of how the Army works. These assets make him a singularly outstanding choice as the next Army Chief of Staff."

Mr. Chairman, I place high regard in Colonel Lombardi's (now retired)—perception and judge of character, not the least of which is reinforced by the fact Art Lombardi took an active role in my campaign for reelection this last year.

But General Wickham exemplifies the quality of leadership that our military forces need as our nation faces the unknown challenges in an uncertain future. He is serious, he is hard-working, he is proven.

General Wickham is experienced under both combat conditions and in policy-making roles. These personal attributes will all continue to contribute to our national security and the well-being of our military services.

So, I am enthusiastic, Mr. Chairman, in my recommendation of General Wickham. I wish to commend the administration for what I consider to be an outstanding choice and I join with my senior colleague, Senator Baker, in noting that there are some reports that in the years to come General Wickham may return to his former home in Tennessee.

So, it is with great pride that I urge this Committee to act in a speedy confirmation of General Wickham as Army Chief of Staff.

Mr. Chairman, I want to express my personal appreciation to you for allowing me to appear here this morning and testify in behalf of General Wickham and I appreciate your speeding along the prior hearing.

Thank you very much.

Chairman Tower: Thank you, Senator Sasser.

Without objection, I will place at this point in the record the statement submitted by Senator Baker who wanted to be here, but was detained on Senate business and could not be here. It sets forth his warm endorsement.

(Senator Baker's statement is as follows:)

Chairman Tower: General Wickham, first before I give you an opportunity to speak we would like to introduce Mrs. Wickham. We are delighted to have you here today, Mrs. Wickham.

Will you stand and let us recognize you.

General Wickham: Also I have my daughter here, sir.

Chairman Tower: Would you please stand.

Mrs. Wickham: Thank you.

Chairman Tower: General Wickham.

STATEMENT OF GENERAL JOHN A. WICKHAM, U.S. ARMY

General Wickham: Mr. Chairman and members of the Committee, I thank you very much for the opportunity to spend a few minutes here on behalf of my nomination. I look forward to support of this Committee for that nomination.

I am delighted that my wife and one of my children are here to hear all these good things that are said about me. I have two other children, a son who is a First Lieutenant at Ft. Carson and another son still in college. Unfortunately they could not be here.

Some of the Senators here recognize I have been before this Committee previously in my earlier capacity with U.S. and U.N. forces in Korea. I have appreciated

the support in that capacity, and I look forward to that support in the years to come.

It is important for me to affirm to you, Mr. Chairman and members of the Committee, that I have a deep faith and belief in the constitutional process of our Government. Therefore, in accordance with that faith and belief, and from my long years of service under two Secretaries of Defense, you can be assured that I will be candid and open in my advice and testimony before this Committee and other Committees of the Congress.

As to the direction of the United States Army, it is in good hands: it has been in excellent hands with General Meyer and his predecessor, General Rogers.

Secretary Marsh, General Meyer, and I share a common vision about the future of the Army. We will continue many of the policies that have been established, try to improve on them, fine-tuning those that need it, and dealing with the changing world which we face in the future.

I appreciate this opportunity, Mr. Chairman, and look forward to the future with the United States Army and our dealings with the Congress.

Chairman Tower: Thank you, General Wickham.

The Congress has at least an equal responsibility with the executive branch for the maintenance of our military establishment. We want your assurance, General—I think you really have already given it, but I would like your assurance that whenever you are summoned before this Committee you will give us, when we ask for it, your professional military judgment on any matter that we may be considering regardless of what the policy of the administration may be.

General Wickham: You can be assured of that, sir.

Chairman Tower: General Wickham, I have some other questions to submit to you to which you may respond in writing for the record. I have already asked you some of these in private sessions. I can anticipate what your answers would be, but I would like to submit them to you for response for the record.

Senator Nunn:

Senator Nunn: Mr. Chairman, I have very few questions.

General Wickham is an outstanding soldier. He has served the country with great distinction and great

honor. I have had the pleasure of working with him when he was commander of our forces in Korea.

I look forward to working with him in this position. It is an important position. The things I learned this morning I will have to consider. I did not know about the Sasser connection or the Harvard connection, but I won't hold either of those against you.

I plan to support your confirmation with a great deal of enthusiasm.

I want to say, Mr. Chairman, that I have not agreed with everything that the Reagan administration has done in the military field, but I have agreed on making defense our number one priority.

Another thing I have said over and over again is that I think we have done an excellent job in selecting our top people for military achievement. They have done an exceptional job with previous selections and I think General Wickham is another strong step in that respect. I think they are doing an excellent job in getting the finest people available to serve in our top positions in the military.

General Wickham, you mentioned you share General Meyer's policies as now being implemented.

Does that include the AirLand Battle 2000 concept?

General Wickham: Most assuredly. Basically, AirLand Battle is a doctrinal definition of the way we are prepared to go to war today. We have been practicing AirLand Battle in Korea for the past four or five years.

Simply put, it is to look deep and to strike deep to interdict the second and third echelons of enemy forces before they arrive at the close-in battle area.

AirLand Battle 2000 obviously is looking beyond the current situation, to capitalize on technology and new doctrinal and organizational ideas of mobility and lethality. We need much more definition in this area of AirLand Battle 2000. Right now we are looking at it in a less than precise way. We have defined it in less than precise ways to capitalize on research and development opportunities. Most assuredly, it is an evolutionary growth of philosophy for fighting and I am committed to that evolutionary growth.

Senator Nunn: One aspect of that I think you would agree that has great potential is beefing up and greatly improving our conventional munitions.

Do you generally agree with that?

General Wickham: Yes, sir. The march of technology is relentless. We need to capitalize on that technology to improve our firepower, our command, control and communications, to improve our mobility, our survivability, and our chemical capabilities.

Part of that does involve smart munitions and part involves improvements in firepower across the board. We need to capitalize on firepower capability and technology because we do not have the requisite numbers of units and personnel to field in a potential fight. We must use technology to overcome the disparities in terms of numbers.

Senator Nunn: We don't have enough platforms to be able to consider ourselves at least quantitatively equal to the Warsaw Pact, and I say "We" with a capital W, in NATO. That means planes and tanks, as platforms.

It seems to me we can make a major leap forward by upgrading what are essentially World War II type munitions that we use from those platforms, whether it is artillery or whether it is from a plane, and so forth. I don't think there is much dissent on that.

I think General Meyer agrees with that. I think General Gabriel of the Air Force agrees with it. Dr. DeLauer has been on record in favor of that. I think Secretary of Defense Weinberger even made that kind of presentation to the NATO allies.

What is disturbing to me is that in spite of these high level endorsements, I don't find that kind of priority in the budget or even in the five-year budget plan.

I won't ask you to comment on that now, but I will seek your close examination of the '84 budget and the five-year plan as it pertains to those munitions. I think we have an awful lot of potential there that is simply not being budgeted and it is being squeezed out for what I believe are less urgent priorities.

Would you take a look at that?

General Wickham: Yes, sir. May I comment briefly on that point because I share your concern.

Joint programs are sometimes the first to drop out of service budgets in the review process. For the first time this year we have practiced a novel approach to joint issues, the Army and the Air Force have participated together as we built our budgets for fiscal year '85.

Where there is that joint process, we have been able to develop both joint support for some of these smart munitions and growth of capability in the joint arena. We are sensitive to the concern you have expressed. I will do my best to ensure that we provide the best munitions for our forces.

Senator Nunn: There will be a hearing on that in the House within the next week or two that I will be at least following closely. I may try to participate in it. I do think it is enormously important for the amount of money you have to spend in this area in five years.

What you get in additional effectiveness from your existing platforms is a high leverage kind of capability as far as I am concerned.

General Wickham: Amen.

Chairman Tower: May I say I do not disagree with Senator Nunn. I simply think, however, there should be some comment on the need to maintain a level of sustainability with what we have now.

You know we can't predict just when the balloon might go up. Therefore, we have to have an adequate inventory of what already is the state of the art.

Is that not true?

General Wickham: That is correct, sir. You are referring to readiness—maintaining a high state of readiness with existing resources and not denigrating that capability by moving more and more into the high technology area. We have to strike a balance.

Senator Nunn: I agree with you, Mr. Chairman. I don't think we necessarily, though, have to balance the existing munitions and adequate supply versus new munitions.

I think we can also take a look at new munitions vis-a-vis new platforms. As far as I am concerned, new munitions have a high priority to greatly increase the effectiveness of existing platforms rather than going to new platforms at the expense of munitions.

I am not saying it is either/or in any of these categories. I think we have such an enormous potential in that area. No matter what the budget is, even if President Reagan's budget doubles, we will not have enough platforms in and of themselves to be able to compare successfully with the Warsaw Pact.

Chairman Tower: I am delighted to hear you say that. I know that you will help us in our efforts to sustain defense funding at the highest possible level.

Senator Nunn: With a good rational program, military strategy and reasonable priorities, I am with you 100 percent.

Chairman Tower: I think we had better cut this off.

General, thank you very much.

I want to add my endorsement to that of others. I think you will do a splendid job. We look forward to cooperating with you and trying to help you in any way we can to support your efforts.

Senator Nunn: Are we going to poll the absent members?

Chairman Tower: I am prepared to entertain a motion that he be favorably reported and we will poll the members.

Senator Nunn: I so move.

Chairman Tower: It will be done and the members will be polled by close of business this evening.

Senator Nunn: I vote Aye.

Senator Stennis gave me his proxy for an Aye vote.

Chairman Tower: And I vote Aye.

Senator Nunn, would you move the reporting of 3,696 routine military nominations that have been before the Committee for the required length of time and to which no objection has been raised?

Senator Nunn: I so move.

Chairman Tower: Without objection, they will be favorably reported.

That is it, gentlemen.

General Wickham: Thank you very much.

Chairman Tower: You got off easy today.

Remarks at SWEARING-IN CEREMONY

Washington, DC
Thursday, 23 June 1983

Secretary Weinberger, Joint Chiefs of Staff, Distinguished Guests, Members of the Honor Guard

On behalf of my family and friends, thank you for this ceremony which honors the position of Army Chief of Staff.

I begin these four years of service with humility and enthusiasm. Looking back over the important contributions and vision for the Army of my predecessors, I cannot help but feel awe. Also there is so much I owe to those who have helped me—soldiers with whom I've served for over 33 years, friends here today, and particularly my children and wife, Ann. Without her by my side, this achievement would not have been possible.

The Army is in transition to a better equipped, trained, and manned force including the Reserve Components. This period will be particularly challenging for several reasons. Threats to our national security are likely to remain dangerous and perhaps grow. Despite the fact that our Army today is the smallest in 30 years, efforts probably will continue to reduce the conventional capabilities of our land forces which contribute so importantly to deterrence of hostilities. Such efforts would be wrong in my view, because what the Army needs most now is stability of programs, continuity of purpose, and solid Congressional support so that it can mature into an Army of excellence.

I look to the next few years with enthusiasm. Clearly the total United States Army is a quality Army and get-

ting better. I've seen our soldiers throughout the United States—in Panama, in Germany, and for 3 years along the demilitarized zone in Korea. They are motivated, patriotic and selfless in service to our great nation. They are trained to fight and to win. They are the best soldiers, noncommissioned officers and officers that I've seen in all my service.

These quality soldiers ask only a few things of us. They ask for responsible and inspired leadership with a vision for what is right. They ask for the best equipment that our technology can produce and for sufficient

quantities to outfit the forces as well as to sustain them in combat. They ask for understanding and support for a decent quality of life for them and their families.

In short, the American people have a quality Army and it is on the right course. There are solid programs to improve readiness, equipment levels, and fighting capabilities. My stewardship of the Army will be to work closely with civilian leaders and the Congress to maintain stability for ongoing programs, to assure adequate support, and to provide the highest standard of ethical leadership for our soldiers.

ARMY 1983-84 GREEN BOOK

Continuity & Changes: Tempering the Army of the '80s

Shortly after becoming Army Chief of Staff, General Creighton W. Abrams, Jr. attended a Pentagon briefing on new programs and initiatives being pursued vigorously by officials from the Office of the Secretary of Defense (OSD). At the end, the Secretary turned to him and asked what he thought about all the new directions being instituted. General Abrams paused, chewing his cigar, then answered with a wry smile: "Mr. Secretary, it's sort of like an aircraft carrier. You folks in the Secretary's office are up on the bridge, giving orders of left rudder, right rudder, full ahead. The wind's blowing in your faces and you're feeling full of yourselves. But all that's really happening is that us poor folks in the hold are getting wassick!"

This story illustrates the obvious truth that changes which lead to wasted motion should be avoided or stopped. Other changes, however, are necessary if the Army is to continue to grow and be responsive to movement in national objectives, the threat, technology and other realities. We must have the vision to know which changes are needed and the courage to make them. As the prophet said, "Where there is no vision the people perish." Vision necessitates a tolerance and capacity for change.

Like General Abrams, Army leadership recognized that continual fluctuations and unnecessary changes endanger the overall integrity, the well-being of the Army

Tempering, on the other hand, toughens and builds integrity. Since the Army probably will remain numerically small, we must become a more modern and tougher Army—physically, mentally, and ethically. To do that we must sustain a period of steadiness and continuity so that new programs and systems can be integrated into a force tempered by strong leadership and tough training.

Just as he could envision the dangers to the Army associated with excessive change, General Abrams also knew that there could come a time when he would have to make a fundamental change in the Army's direction. His task was to create an Army of 16 divisions without adding to the end strength of the active force. The lesson has not been lost on Army leadership.

While our goal for the present is to make the necessary fine tuning changes to hold the present azimuth of the Army, there may be points ahead when fundamental changes must be made to keep the Army strong in the face of new challenges. Let us pray that we shall be open-minded enough to anticipate changes and courageous enough to make them when needed.

Historically, the periods of greatest change and least stability for our Army have been those immediately following wars. Like folk in combat when commanders and staff members must work hardest to prepare for the

next campaign, such periods severely tax the talent of Army leadership. The ten years since the withdrawal of American forces from Vietnam have been such a period.

In addition to changes in our force structure since 1973, we have successfully fielded an all-volunteer force for the first time since 1950. In the process, we created significant opportunities for women and minority soldiers. The most pervasive modernization of equipment and doctrine in Army history, during peacetime or war, began. New training techniques, technology, and testing systems evolved. The "Cohort" and regimental system initiatives, although still being evaluated, have potential for enhancing the cohesiveness and esprit of combat units.

Our institutional values of professional excellence and devotion to duty, honor and nation have been reassessed and reaffirmed. Most recently, we began an innovative effort to accelerate the modernization process toward the goal of improving the strategic deployability and tactical effectiveness of light forces. This effort may culminate in the fielding of smaller, more powerful and more deployable light divisions.

These and other substantive changes resulted from a deliberate effort over the past ten years to forge an Army that must be prepared to fight outnumbered and win across a broad spectrum of potential conflict. The forging process must continue, but tempering the Total Force—making it tougher, more resilient, more flexible—must begin now. We have most of the necessary ingredients for an Army of excellence, and must now assimilate them. Before examining that process, we need to review briefly the factors—mission, enemy, terrain and weather, troops and time available—which led to forging the Army of the 1980s.

Thomas Jefferson warned that "eternal vigilance is the price of liberty." Our mission, to deter, fight and win across a broad spectrum of conflict, underwrites that cost. This spectrum extends from possible counterterrorism through unconventional operations to conventional and nuclear warfare, within a global area of operations from Korea to the Persian Gulf, from NATO to our own hemisphere.

Our principal implied missions are to execute a strategic defense with the best mix of light and heavy forces

deployed forward and flexible, strategically deployable forces in reserve; to help other nations defend their territorial integrity; and to exploit technology, tactical and strategic concepts, and vigorous training and recruiting programs to field an Army which can fight outnumbered and win.

Allocation of forces to execute these missions is complicated by the fact that where resource commitments have made deterrence most successful, as in the strategic nuclear and NATO arenas, war appears less likely. But where deterrence appears to be weaker, as in counterterrorism situations and low-intensity conflict, hostilities appear more likely. We cannot afford to ignore either end of the spectrum, or the middle. This will require wisdom to balance scarce resources among competing Army requirements and innovation to develop the most relevant doctrine, organization and equipment for our forces.

Our potential enemies, the Soviet Union and its surrogates, have not changed their overall goal of exporting revolution and achieving world domination. In the last 35 years, they have reduced or eliminated U.S. superiority in nuclear, naval and air forces. Parity in these arenas has increased the coercive potential of the Soviet Army, still the primary source of Soviet strength. Soviet Army qualitative improvements in equipment have virtually eliminated our technological edge. Their recent influence in Poland and Afghanistan shows how more modern and powerful capabilities embolden Soviet political leadership.

The North Koreans, Cubans and other Soviet surrogates continue to rely heavily on Soviet support and to pursue similar goals. Like the Soviets, their economic and political vulnerabilities only reinforce their reliance on military means. They grow war machines almost as well as we grow wheat. We are healthier, they are more dangerous.

Highly variable terrain and weather—arctic, jungle, desert, forest, mountain—dictate a need for versatility in our equipment, people and training. The international and domestic political climates, variable and sometimes contentious, dictate maximum deterrence capability coupled with an active war fighting potential on the one hand, and maximum efficiency, economy and resourcefulness on the other.

The United States is a great power, yet, we have always found it difficult to determine how best to create and use our powers. Our economic and agricultural efforts may thrive, but our defenses traditionally are in need of repair.

Troops available since 1973 have remained relatively stable at about 780,000, which is the smallest U.S. Army since June, 1950. The active force is 43 percent forward deployed, primarily in Korea and NATO countries, where the presence of combat-ready American soldiers continues to provide solid reassurance to our allies and give pause to our enemies.

Forward deployment, our increasing commitment to the Rapid Deployment Joint Task Force, the reality of nuclear parity with the Soviet Union, the availability of modern technology to virtually any army in the world, and the continuing volatility of the Persian Gulf, the Middle East, North Korea and Central America—all of these challenges add up to a very full agenda for the Army of the 1980s.

Quality of the force continues to be of bedrock importance. Today we are recruiting (almost 90 percent high school diploma graduates) and reenlisting the highest quality soldiers and noncommissioned officers in Army history. Fielding of the Black Hawk and Apache helicopters, the Bradley Fighting Vehicle, the M1 Abrams tank, the Patriot missile and the Sergeant York division air-defense gun, to name just a few, will provide our fighting forces with superior equipment.

Implementation of the Officer Professional Management System (OPMS) and Noncommissioned Officer Educational System (NCOES) has systematized officer and NCO professional development. A steadily increasing proportion of women in the Army has also enhanced the talent base in the force.

An often-overlooked facet of a quality force is the civilian component of the Army. Just as we cannot go to war without our Reserve Components, the same can be said for our civilians. They provide a continuity and stability to our force that let our soldiers perform the tasks of soldiering where they mean most—in the unit. We also have access to over 430,000 Army retirees, nearly 25 percent of whom have "hip-pocket" orders to report for duty in the event of mobilization.

In short, I believe the troops available are the finest we have ever had in peacetime: well trained, physical-

ly fit, motivated and combat-ready. We have incorporated changes and used the time available since 1973 well; we have become a better prepared force.

The Soviets also have used their time well, however. We shall not catch up unless the American people and Congress continue their support of the past three years. We must, in fact, use the time even more wisely. We must continue to modernize equipment and improve readiness while seeing to it that available resources are used intelligently, efficiently and economically. There is still much to be done to temper the Total Force, to make it tough and resilient enough to deter, fight, and win across a broad spectrum of conflict, to be the Army of excellence that Secretary of the Army John O. Marsh Jr. and I are pledged to achieve.

The first order of business for tempering today's Army is continuity of programs. We must continue to receive the resources required to modernize equipment and improve readiness and sustainability. This requires not only that political authorities recognize how deterrence is affected by the relationship between strategic and conventional forces, but also that they achieve an appropriate balance of funding between them.

Deterrence across the spectrum of conflict depends on strong, balanced forces, adequately sustained. Our government process requires adapting to changes in the political climate and to delays, as well as fluctuations, in funding of defense programs. We need to find methods of minimizing the effects of this process which tends to waste time, resources and perhaps lives in war. This issue is one that will occupy the attention of Army leadership.

The second order of business is assimilating, that is, refining, tempering, the major changes that have occurred over the past ten years. We have, for example, assimilated the 16-division force, but not yet fully the resultant changes in roles, missions and resource implications for the Active Army and Reserve Components. At the very least, we must continue to improve the equipping, manning and training of the Reserve Components, particularly in combat service support units essential to the sustainability of the Total Army.

We have learned how to recruit a quality force, now we must ensure that we retain our very best soldiers. Because people are the Army's most important resource, soldiers and their families must believe that

their leaders are ethical and caring, and that leaders will be vigorous in obtaining the best resources and providing a decent quality of life. The quality of our recruiting force and of our reenlisting force is indispensable. Both will continue to depend on an Army-wide climate of excellence and high standards—for individual soldiers, leaders and units.

How we manage modernization, or the integration of new equipment into our force, is critical to maintaining readiness. It also influences our credibility when we request additional resources for continued modernization in relation to the threat. We must assimilate, with as few "glitches" as possible, new equipment (some 450 systems over the next ten years) and organizations, as well as doctrine, so that our soldiers will have the confidence that leads to victory in combat.

Our acquisition process requirements, including cost estimation, development, testing and contracting, must ensure that we do not "gold plate," that the government gets its money's worth, and that reliability and quality control are paramount. This calls for more responsible efforts by the Army and the defense industry. Soldiers prepared to risk their lives deserve the best in materiel.

Research and development must strike a prudent balance between product improvement of older, proved technology and exploration of the leading edge of new technology. This will become increasingly important as we develop follow-on equipment such as tanks, helicopters and other weapon systems, to include precision munitions required by national and coalition doctrine calling for deep intelligence and extended strike capabilities.

Most important, we must continue to demonstrate an ethical, responsible and efficient stewardship of the resources entrusted to us—not only of the new equipment fielded, but also of the repair parts, base support, and other elements of a modern, well-managed organization.

While quality soldiers, superior equipment, adequate resources for ongoing programs, and ethical, efficient stewardship of these resources are important ingredients of an Army of excellence, tempering the Total Force requires tough training. The Romans recognized this truth, as Edward Gibbon wrote:

So sensible were the Romans of the imperfections of valor without skill and practice that, in their language, the name of an army was borrowed from the work which signified exercise.

The National Training Center (NTC) at Ft. Irwin, CA, teaches leaders and soldiers alike how the combined arms team functions in exercises as close to combat as we devise. In what has become the best, most demanding training environment in the world today, which some commanders call "NTC hardball," battalions engage Opposing Force (OPFOR) battalions that are superbly trained in Soviet tactics and use of the Ft. Irwin terrain.

Realistic, objectively assessed, fully instrumented force-on-force engagements (using eye-safe lasers) teach lessons in gunnery, tactics, logistics and leadership heretofore learned only in the initial battles of war. More important, they inculcate the pursuit of excellence on the battlefield.

The NTC itself can be tempered. In 1984, when helicopters and air-defense artillery weapon systems are equipped with eye-safe lasers, aviators and air defenders will begin a revolution in air-ground tactics and training. Selected reserve units began using the NTC this year. The lessons learned there are too valuable not to capitalize on. We need to develop a better data base, one that can be used by doctrine and combat developers and exported to all our installations so that units can regularly train to NTC standards in local areas.

All Army training should be tempered by the NTC experience—tough, diagnostic, realistic, and safe training on the ground and in the air, which uses technology to maintain individual and unit proficiency. We must continue the fine work being done to integrate simulators, subcaliber devices and local training areas into training throughout the Total Army. Technology can challenge, measure and standardize skills far more effectively than they are today.

Technology, of course, provides superb training tools, but exercise begins with fitness, which makes few demands on technology. The most powerful lesson of the Falkland Islands campaign is that soldiers who are well trained, physically fit and psychologically prepared for combat will carry the day. Along with soldiers' physical and psychological toughness must go the intellectual toughness, the tactical and technical competence of their leaders.

NCOES and OPMS have established a formal system for developing that competence, but more can be done informally, particularly in units. Studying and arguing tactics and techniques is not just school business; it is also unit and personal business. We must regularly exercise intellects, as well as muscles and motor skills.

Noncommissioned officers and officers of all grades must school themselves regularly. Those who have experience and maturity must take the time to teach those entrusted to their care. Knowledge is the most important legacy we can contribute and is crucial to battlefield integration.

The entire Army team must also exercise and train hard, as a team. Half of that team, the Reserve Components, now trains and operates regularly with the Active Army via the round-out, affiliation and "Capstone" programs. The Total Army team is alive and well, full-time manning and massive equipment upgrade initiatives for the Reserve Components will make the team even stronger.

We exercise the Army team through "MOBEX," "LOGEX," "REFORGER," "TEAM SPIRIT" and other joint and combined exercises—to a degree unprecedented in peacetime. Joint and combined teamwork is indispensable to our ability to fight outnumbered and win. If there is to be war in the future, the Army team will fight in joint and coalition warfare alongside its allies.

Tempering the force does not require that we forego innovation; technology and the threat are growing too fast for that. The high-technology light division (HT LD) is a case in point. The effort at Ft. Lewis, Wash., to find the appropriate combination of strategic deployability, tactical mobility and combat power for light forces is analogous to the effort by the British and American tank proponents of the 1920s and 1930s to find the right combination for heavy forces.

The doctrine and roles of Special Operations Forces are another innovative opportunity. Finally, joint participation and acquisition—joint C3, joint intelligence collection and fusion, joint attack of second echelon,

joint maneuver capabilities—in support of the extended battlefield doctrine will demand every innovative resource at our command.

This assessment of the changes under way in the Army and the general direction of the Army should conclude with some personal observations about how leadership contributes to tempering the force. I assumed the stewardship of the Army with these three general goals: to maintain stability for ongoing programs, to assure for these programs adequate support from the American people and political authorities, and to provide for our superb soldiers the highest standard of ethical leadership.

In my view, these are worthy goals for every leader in today's Army. Soldiers and units need continuity, stability, assurance of adequate resources and inspired leadership. Soldiers also yearn for a climate of command where leaders teach, where individual character can mature, and where recognized achievement and tolerance for honest mistakes foster personal and professional growth. Soldiers deserve standard-bearers, leaders who insist on and meet high personal, ethical, and professional standards of training, maintaining, caring, and leading.

Often leaders, especially inexperienced ones, mistakenly believe that a new broom must sweep clean, that new directions and initiatives are necessary, that tyranny is a substitute for teaching and leading. Most units do not need a new agenda, they require catalysts for excellence with current and evolving goals; and they need teachers who really care for people.

In striving for excellence we shall temper the potent capability, the power for peace of our great Army. All of us, from private to general, citizen to political authority, will have to be involved if we are to achieve this noble goal for the American people.

Address at the RESERVE OFFICERS ASSOCIATION ARMY SECTION LEADERSHIP CONFERENCE

Washington, DC
Saturday, 15 October 1983

My predecessors and I have all spoken of the successes of the all-volunteer Army to numerous audiences. Many may perceive that we are only interested in the active force—but that is flat wrong.

The pace of the modern battlefield will not allow the long mobilization times on which we relied in the past. The Army will have to fight with the equipment, structure, doctrine and people it's got. We will have to bring the total combat power of our entire Army to bear early on in the encounter. Anyone who thinks that the active force can go it alone in that situation should think again. It will take the Active Component and the Army National Guard and the Army Reserve—a Total Army effort.

Likewise, our deterrent posture or power cannot reside in the active forces alone. Deterrence is a matter of perception. Any potential enemy must balance our force posture against our ability to react in strength to the threat before he sets out on a confrontation course with the U.S. An enemy's willingness to initiate confrontation or conflict depends on his perception of our capability to thwart his actions.

That is precisely why the strength and readiness of the Army National Guard and Army Reserve are so important to the defense and deterrent posture of this nation. Any enemy can make reasonably accurate estimates on the numbers of active forces we can field in a conflict. However, beyond weapons counts and people-power, the major factor in deterrence is uncertainty.

An enemy can't predict if, when, or where we will be able to bring the Reserve Components to bear. We need to heighten that uncertainty. We need to increase his respect for the ability of our Reserve Components to react and project combat weight into the battle early.

Given the pace of technological change, it is obvious that the decisive point on the modern battlefield will come early on in the conflict. We have placed greater emphasis on being able to furnish maximum combat power in the critical early stages of a future war, just

as our allies—and our adversaries—have done. By and large, those nations rely heavily on reserves—not only to fight if need be, but to be *their* bargaining chip in the deterrence game. The Soviet Union, our prime adversary, has a massive reserve organization. It is a force of 40 million, constantly rejuvenated by a universal conscription that brings in 1.7M people each year. That means that there is a constant pool of 5 million, or so, familiar with their newer weapons—a formidable organization underpinning the almost 4 million in their active forces.

Our active force for the foreseeable future will not experience any large growth. Our active end strength will remain static, at around 780-790K. We are, in fact, an ALO 2 Army. That fact, coupled with the size of the threat facing us, means greater Reserve Component involvement and contributes to a need for a higher degree of readiness. Therefore, we've increased our support of the reserves to help promote that greater readiness.

We've begun making great strides in equipment, which is and will continue to be the #1 problem. I assure you that we understand your concerns. The Reserve Components comprise 46 percent of the Army combat power and 70 percent of our combat service support units. Yet, the Army National Guard has only 65 percent of its wartime equipment needs, and the U.S. Army Reserve less than half.

Implicit in resolving the equipment issues is the fact that the problems are Army problems, not just ARNG or just USAR. The problems will remain until our acquisition objectives are fully met. Until that happens, the policy of equipping units first who are the first to fight is sound. Many ARNG/USAR units today occupy higher priorities than like-type active units. An example of this is the recent delivery of the Abrams (M1) tank to the 2d-252d Armor, North Carolina ARNG. And there's more to come. In FY 1984, \$750M worth of equipment procured in earlier budgets will go to the Reserves. Our FY 1984 budget has almost \$1B of our procurement fund going to future year equipment deliveries to the Reserves.

I'd like to point out that the majority of these deliveries are going to the RC because of Army decisions—not decisions or directions coming from other sources (i.e., Congressional). The problems are Army problems—the answers can only be Army answers. Nothing else makes sense in a Total Army.

Another area in which we've made major advances is training. We've exported tasks to the Reserves through a variety of programs tailored to the nature of a part-time military organization. We began with Capstone in 1979 to give an increased sense of purpose and mission to the unit. While the program develops sound mobilization and deployment policies, force management, and war planning, it also gives focus to unit training programs.

Having NATO as an initial focus, and extending it to Northeast Asia and the Rapid Deployment Force and CENTCOM, has opened the door for greater overseas deployment training. In 1977, we had 48 reserve units participate in this type of training. In FY 1983, we had over 300 units deployed to overseas locations for training. Last month, I had the opportunity to visit with soldiers of the Rhode Island National Guard who had deployed to Germany to take part in REFORGER. They were ready and capable soldiers and expressed the fact that this type of training was of tremendous benefit to them. I hope we can open up more training avenues like this.

Another aid to training is the full-time manning effort. We've about 3500 full-time Active Component soldiers on station across the country, assisting with training, administration and operations. Generally, they free the unit commanders and cadres to pursue training of the soldier the way it should be done. As long as we can afford it, this program will get our full attention.

And we've been able to make other improvements as well. We've reduced some of the training distractors. The Battalion Training Management System has been adopted for use. And the Annual Training Program has been improved. But, none of the improvements, as good as they are, can match the real-time, real-war training that a unit of the Georgia National Guard undertook recently at the National Training Center. Those soldiers, in a safe environment, found out what the real thing is like. They made mistakes, yes, but in this instance they remained alive to learn from them. That's the whole point of the NTC, and I hope we can move

more reserve units through there in the future.

I know that at times in the past the rhetoric didn't match the deeds. The fortunes of the Reserve Components haven't kept pace with the 1960s emphasis that primary reliance would be placed on them in our future war plans. It was a common perception—at least among the reserves—that we treated you like mushrooms. We kept you in the dark—waited for you to grow big and strong—then sliced you off at the ankles. I hope that day is gone forever. It should be. It should be an easily recognizable point that in view of our commitments as a nation—the Army, and our sister services, can't go-it-alone.

Quite honestly, the current situation entails far more reliance on the RC. If we are to have a reserve force which can meet the challenges of early commitment, we're going to have to provide you with adequate resources, and you'll have to fashion those resources into good, sound, ready units and soldiers.

For each of us, this means that the words total force don't just form an empty phrase. The total force is a reality.

That doesn't mean another reorganization. By my calendar, it's been a little over a year since we've done anything like that. Some have alleged that Army doctrine calls for a reorganization of the Reserve Components every two to four years—whether needed or not—at least it probably seems that way. Hopefully, we can avoid any massive reorganizations. This kind of turbulence must be avoided so that we don't damage the readiness level we've attained. The time has come to let things proceed on a steady course.

However, the world constantly changes and to be ready we must change with it. Where necessary, we will institute only the changes that will make our total force—Active and Reserve—more capable of protecting our great nation and meet the challenges inherent in that mission.

Our task is to make and keep ready what we have. With the improvements we've mustered up to now, our task will be somewhat easier. However, deficiencies still remain—inadequate dollars, training equipment availability, facilities—and will not be alleviated in the foreseeable future. We can and must stand together and make our Army ready and able to meet any challenge. Our great nation demands nothing less.

Address at the ASSOCIATION OF THE UNITED STATES ARMY LUNCHEON FOR THE SERGEANTS MAJOR

Sheraton-Washington Hotel, Washington, DC
Monday, 17 October 1983

There's a saying that "nothing is obvious to the uninformed." That was certainly true in the Civil War. General "Stonewall" Jackson's Adjutant wrote to General Jubal Early, one of Jackson's commanders: "General: General Jackson desires to know why he saw so many of your stragglers in the rear of your division today?"

Early replied: "Dear General Jackson: In answer to your note I would state that I think it is probable that the reason you saw so many of my stragglers on the march today is due to the fact that you rode in the rear of my division."

Today, we have to deal with many things of a much subtler nature than what General Early or General Jackson had to deal with. So, finding the obvious sometimes takes quite a bit of looking.

But some things really are obvious. I think it's an obvious fact, evident by the 74-day war over the Falkland Islands and the continuing Lebanese situation, that conflict can arise suddenly and unpredictably in today's complex world.

And just as obvious, the Army must be prepared to act rapidly and effectively to the winds of change, because, like the British we cannot foresee each and every contingency.

My task, as Chief of Staff, is to build into today's Army sufficient capability so that the national leadership, the JCS, and our unified commanders can reach into their contingency plans and fashion the appropriate military response to an ever-widening range of situations. That means that our Army must be:

- prepared for war should our deterrence fail
- more flexible and deployable
- more powerful
- better resourced
- better balance between light and heavy forces
- better trained
- better led

These are probably self-evident truths.

Your mission — and that of the NCO Corps worldwide — is to be concerned with the quality of our force and how well it is led and taught. I'm speaking in particular of its human dimension: our soldiers — the prime factor (element, ingredient, etc.) in how flexible, how deployable, how powerful, and how well the new equipment is used; all of which are important to our readiness for war.

How well has the NCO Corps done at accomplishing its mission? From my visits with our soldiers in the field, most recently during REFORGER, I can tell you that the attitudes and morale of our young soldiers are superb. They are capable and concerned and feel that what they are doing is important. That, I'm convinced, is a direct reflection on the quality of the NCO Corps and your dedication to producing good soldiers and units.

When I speak with all of our new commanders at Ft. Leavenworth, I tell them they must rely on four essentials to produce good soldiers and good units: training, maintaining, caring, and leading. That would have to be my continuing charge to you as well. Clearly the pace of change affecting today's Army will not let us assume a business as usual attitude of fielding problems when they occur. You and I know it's critical to be out front overcoming potential problems before they can arise.

Let me give you an example of what I'm talking about. While I was visiting our soldiers during REFORGER last month, I noted that much of the training was excellent, carefully planned to capitalize on down-time to cover individual training. However, in several instances NCOs said they had spent much of the day with their squad or platoon just waiting for something to happen. They even had the Soldier's Manual in their "tracks" but failed to capitalize on the situation. This is a problem that the NCO Corps must handle. You're the trainers and the motivators.

Our young soldiers are so good today that if our leadership doesn't challenge them and fulfill their expectations, we're going to be losing the good people we need.

You and the rest of the NCO Corps are beginning to feel the effects of some very complex events sweeping across the Army. For example, our modernization program is the most extensive since World War II and will leave no corner of the Army untouched. We are beginning the transition to a new manning system—one that will focus on the unit rather than the individual and we will have to redirect our way of handling the affairs of people. Fast-paced technological innovations in our training and in our war fighting capability is another event of broad magnitude.

As your commanders manage the effects of these changes to your units and organizations, the NCO's role—your individual roles—in building and maintaining professionalism at the unit level—become more important.

Perceptions of the professional performance of the British in the Falkland Islands won't be lost on their soldiers, their fellow countrymen, and, in particular, on any future opponents. The perception should not be lost on us either! As the *US News and World Report* said:

Professionalism in the foot soldiers ranks is paramount. The stamina, nerve, and discipline of Britain's battle-hardened "blfers" prevailed under miserable winter battle conditions.

Professional excellence in all we do is what we must project. It is the perception that our soldiers, our nation, and potential adversaries must have of us. It is the goal that we must achieve.

You will face some stiff challenges as you go about assuring that kind of excellence in our Army.

A significant challenge is the fact that our end strength will remain at 780,000 people. That impacts several areas. Division 86, for example, at that level is unaffordable and we'll be looking at ways to cut back to an acceptable structure. One way is by locating some elements at corps instead of division level. Another way is by creating light divisions, a 10,000 man elite force. They'll give us the capability to deploy quickly and still be within our "fit" means, without decreasing the combat power of a full size division.

A constrained structure also means that our reenlist-

ments, promotions and assignments will be critical. You must select skilled, quality people, and you must not misuse trained skills.

The effects of no end strength growth will also be felt personally by the NCO Corps. You must provide sound programs for development of follow-on generations of the NCO Corps. The technology infusion crossing all skill specialties shows that we'll have to work harder at NCO development so that the NCO Corps can keep pace with the new soldiers.

Another challenge is that turbulence both in people and equipment will continue to be significant. We are an Army that is 43 percent forward deployed. That creates problems not only for soldiers but for their families. Family issues are an important part of our readiness. You must be attuned to the stress put on the soldier by problems in his family life and find ways to alleviate that stress where possible.

Stress will also be felt as a result of our new equipment. Over 450 new items will enter the inventory during the next decade, bringing with them the attendant training, maintenance and tactics problems. The success of this part of our modernization program depends on the NCO Corps. You are the ones trained to perform it. You must motivate and insist on high standards, adequate planning, and top notch instruction!

A third challenge is found in the fact that we can't go to war without the Reserve Components. Forty percent of our combat strength and seventy percent of our CS/CSS strength is in the Reserves. We must continue our efforts to improve the Reserves. Our round-out, affiliation, and full-time manning programs are important and need your support, and we will attempt to continue modernization of reserve equipment. The NCO Corps, the soldier, everyone should make the Reserve Components feel that they truly are part of the Total Army.

Finally, there is challenge in the attitudes of the Congress and the public. There is in our country an underlying ambivalence toward the use of the power we possess. Despite that conflict of ideas, support for the military as a profession is growing. We must continue to demonstrate that we are able guardians of the people's trust—the dollars—the national values—and the lives of our soldiers.

This also brings up a separate but I think a closely associated point. Public support is sometimes like

mist—the slightest breeze can shift it around. We can lose that support if we fail our responsibility as guardians of the peoples' trust. One sure way to do that is to have our soldiers not fully understand or appreciate what we are entrusted with. In a recent article concerning a lack of knowledge on the part of today's young people about the history of the world we live in a writer commented:

If a student has no idea when World War II was and who the combatants were and what they fought over, that same human being is likely to be ignorant of just what the society for [a student] has never heard of the Bill of Rights, that [student] is unlikely to understand why this a uniquely privileged nation with uniquely privileged citizens, young and old. If a student has never heard of the Warsaw Pact and has no ideas what the Russian system is all about, that student is unlikely to understand why sacrifice is necessary to defend this society.

And, some of those young people thought Josef Stalin was our President just before Roosevelt!

The same can be said of our soldiers. If we ignore the historical importance of our profession, the society from which it comes, and why it is worth preserving, we run the risk of the guardians not valuing what they guard. Should that happen we, as a nation, will run a greater risk—that of losing the values and the freedoms we so highly cherish.

What can we do about this? How can we provide

some insurance against this risk? The answer, I think, is found in a recent letter from a retired master sergeant:

Any Non-Commissioned Officer who does not look back at military history is short-changing his career. Today as never before, the U.S. Army Non-Commissioned Officer needs to be encouraged to read, read in order to have a better understanding of his environment and the traditions and the history of the military that preceded him.

I would add that the NCO who doesn't read about and impart his knowledge of military history is also short-changing the soldier. We need to focus some of our training into the basic question of why we serve. Understanding that, our soldiers and ourselves will be better protectors of this great nation's sacred trust.

These are by no means all of the challenges you'll face, but they are some of the most important. Successfully meeting them not only assures professionalism but helps to create an Army of units and soldiers committed to excellence.

As you provide the essential professionalism, I pledge to you and the NCO Corps the highest standard of ethical leadership, a bias for action, stability in our programs, and the best fiscal and quality of life support we can obtain from Congress and political authorities. Our goal is a coherent program which provides you the environment to achieve excellence.

The Army can only be as excellent as its NCO Corps.

Address at the ASSOCIATION OF THE UNITED STATES ARMY ANNUAL MEETING

Sheraton-Washington Hotel
Washington, DC
Tuesday, 18 October 1983

Thank you for the honor of sharing this occasion with so many great friends. The Association of the U.S. Army continues to be the soldier's best friend and strong advocate of our nation's defense. Believe me, without the effective voice of the Association of the United States Army (AUSA) the task of building consensus for landpower would be far more difficult than it is today.

From first hand experience with the AUSA Chapter in Korea and the Tennessee-Kentucky Chapter at Fort Campbell, I know how strongly AUSA supports the soldier and the Army. On behalf of the Army I want to thank Norm Augustine for four years of distinguished service as AUSA President. Also my thanks to Bob Cocklin and his fine staff for their superb efforts.

The world around us is far more dangerous than most realize. Secretary Marsh spoke of this yesterday. Our anxiety, and that of our young children, over war and nuclear weapons must not obscure the fact that growing arsenals of conventional forces among our adversaries and troubled nations of the Third World actually raise the risk of low intensity and conventional conflict.

Two weeks ago at the Conference of American Armies in Venezuela, I listened to other Army Chiefs of Staff lamenting the spread of communist insurgency in their countries. They also worried about serious economic problems which hampered improvement of military capabilities to cope with internal insurgency. These problems also are making them reluctant to help neighboring countries. The result is growing reliance on the United States for more security assistance and deterrent strength in that region.

President Reagan spoke of how to deal with these dangers.

Weakness does not offer the chance for success; strength does. And that strength is based on military capability (and) strong alliances.

In the epic struggle between freedom and totalitarianism, strong land forces are indispensable because they

will always be the primary means by which people protect their homeland and their freedoms. On this stage years ago, General Abrams said that, when we ignore this lesson of history about the need for landpower, we always pay in blood for our sins. Part of the reason for this is our unique heritage and our occasional shortsightedness.

Land forces comprise the oldest form of warfare in an era which is witnessing the greatest technology revolution in history. And yet in today's Army we continue to believe that tough, disciplined soldiers who are prepared for war must stay physically fit, be qualified with a weapon, be experienced in bayonet drill, and know how to patrol at night. We do all of this because, despite technology, what held true in wars past still applies today. Land combat forces must still close with and destroy the enemy, and soldiers must know how to survive on the battlefield.

While all of us here may accept the obvious need for landpower to defend our freedoms, the American experience—born of peaceful borders, protective oceans, and George Washington's guidance to "avoid foreign entanglements"—all of this makes many Americans ambivalent toward maintenance of a powerful regular Army. Four times in this century we reluctantly have raised large armies to fight alongside allies. Each time we have done so because the protection of their lands ultimately was essential to protect our own. But each time, because of our lack of preparedness, we have paid with the treasure of our youth.

We are also often ambivalent about the means to protect our freedom. We demonstrated vision with the Marshall Plan and in our support for a similar economic miracle in South Korea. Yet we drag our feet over providing adequate levels of security as well as economic assistance to help other friends defend themselves.

Just last week, while visiting our superb soldiers on field exercises in Honduras, the Honduran President asked if we could provide additional security assistance for them to build forces to help them defend themselves.

Today's Army reflects our historic ambivalence. We have the smallest peacetime Army in 33 years—smaller, in fact, in relationship to our population than the Army of June 1950. Despite the Army's small size, 43 percent is deployed overseas and the trend is going up.

For example, our one division in Korea has been essential to the defensive shield which has helped make possible the great South Korea economic success story. Yet, don't you remember not long ago, with our ambivalence toward the use of power, we began withdrawing that division? We mistakenly believed that rhetoric would deter as effectively as forward deployed forces and that an ally could get along without strong security assistance.

In Europe NATO's deterrent military strength, including our own forward deployed forces, has produced the longest period of peace in 400 years. If we're to keep the peace, we must avoid making the same mistake in Europe that we started to make by withdrawing our forces in Korea.

During a trip to this year's REFORGER exercises, I visited Dutch forces maneuvering with our great 1st Cavalry Division soldiers in Northern Germany. A Dutch General pointed out huge banners which welcomed American soldiers as freedom's shield. He also translated bumper stickers on civilian cars which read "Better a missile in your garden than a Russian in your kitchen." Oh yes, we have solid allies around the world. We need them, by golly, and they need us.

All of this illustrates that our Army depends on allies, on technology and on our sister services to get us to where we're going, and to help us fight when we get there. Airpower and seapower play important roles to be sure, but the outcome of wars ultimately is decided on land where people live and important resources exist. That's why the well-trained and equipped American soldier must continue to be prepared to fight along the border in Germany, the DMZ, in Korea, and other locations where U.S. interests may be threatened. In a sense, our superb soldiers serve as a picket line of freedom fighters, ready to be reinforced rapidly with strong active and reserve forces.

With 43 percent of our Active Army forward deployed, there are those who might ask if we are able to fulfill all the missions entrusted to us? I believe today's Army clearly is ready to carry out any mission assigned to us. However, we can continue to do this in the future only if we have adequate resources.

The Army leadership of the past ten years has made difficult but sound decisions for making today's Total Army the best force we have ever had in peacetime. We need, however, continued Congressional support and resources to assure that our programs reach maturity. I believe that the establishment of landpower subcommittees in the Congress would be a stroke of vision for our national security; and I so urge that the Congress do this.

While we may be the smallest Army in 33 years, I'm happy to report that we have been recruiting our full quota of soldiers—and almost 90 percent of our new recruits are high school diploma graduates, the highest in our history. A good deal of this success has been due to Congressional support for recruiting incentives, including the College Fund. In my opinion, our soldiers are the best I've seen in war and peace, and many are out here today. We are doing our best to match these excellent soldiers with top quality reenlistees in the career force and with new equipment. Occasionally we've had troubles with the quality of equipment, but quality assurance efforts in the Army and in industry are helping to eliminate many of the problems.

We are bringing these soldiers and equipment together in some of the best joint and combined training I have ever seen in over three decades of service. For example, the annual REFORGER exercises in Europe and the TEAM SPIRIT exercises in Korea provide superb opportunities to deploy strategically and to show readiness to fight effectively in coalition warfare. During my three years as commander in Korea, I saw the TEAM SPIRIT exercise grow into the world's largest, with increasing participation of Active as well as Reserve Component units from all services.

Coach Bear Bryant had some good advice about training a solid team, and it may have application to what we're attempting to do in the Army.

I can take what somebody else invents and made it work for me. God gave me the gift of leading men. I can do that. So I don't try to save the world. I just go at it one football player at a time.

As Bear Bryant suggested, each of us will have the opportunity to improve the Army one soldier at a time. As good as we appear to be, there's still a great deal of room for improvement if we are to achieve the greatness inherent in our Army. As the British did in the Falklands, we must be prepared to meet our commitments.

with tough, well-trained, well-equipped, superbly led soldiers who can go anywhere on short notice and win. I applaud the sign on my right because it precisely states what we must do: "Deter if we can—win if we must." The Soviets and their surrogates understand that message.

As a consequence, it seems to me, we need to think about strengthening our efforts in several areas. The first is technological. We cannot hope to match our adversaries soldier for soldier or tank for tank. We never could and we never will, but we can use superior American technology such as displayed here. We currently have strong heavy forces—our armored and mechanized divisions—and they are improving in capabilities with newer equipment as well as organization. Also our Special Operations Forces and our light divisions offer great potential and flexibility for rapid deployment anywhere in the world. They can fight unconventionally, in difficult terrain, or in concert with heavy forces. But we need help from industry and within the Army to develop lighter equipment.

Development of a new light division which would also apply across our Total Army is going to require vision, unorthodox thinking, and commitment. Given the likelihood that the Army's strength will not grow much in the future, in my view we need to create the most strategically deployable and effective combat land power forces we can with our small Army.

The concepts we are examining for a light division include one which has only 10,000 soldiers, roughly half in infantry fighting strength, and deployable in about 400 C-141 sorties. This is about one third of what the other light divisions now require. The division would include lethal but light weapons, small headquarters, high ratios of leader to led, pooled transport for tactical mobility, and flexibility to fight anywhere in the world by "plug-in, plug out" augmentation capabilities. I believe the time is right for such a light division and if it tests out, we could form several of these elite infantry divisions without delay.

We must of course continue to modernize the equipment of our heavy forces, which are primarily committed in the NATO region. And with this upgrade must come the improvement of our Reserve Components. Many high priority Reserve Component units are receiving and will receive new equipment such as the M1 Tank before it goes to some Active Component units. We are issuing new equipment based on planned deployment schedules.

We also cannot ignore sophisticated technological missions such as those associated with Pershing II and the Ballistic Missile Defense Program. Make no mistake about that. We are on schedule with Pershing deployment. Moreover, the Ballistic Missile Defense program can play a key role in achieving the President's goal of minimizing the threat posed by ballistic missiles.

Technology brings with it, however, a special responsibility for the careful management of resources entrusted to us. We must manage procurement of modern equipment so that every item is efficiently absorbed into the force, and so that we assure the best possible quality at a reasonable cost. We cannot send our soldiers into battle without the best equipment. Where possible we have the obligation to achieve economies and efficiencies—through second-sourcing, multi-year procurements, quality assurance programs, value engineering programs, and productivity capital investment programs. All of these areas, which have shown some results, in my opinion require re-invigoration. New initiatives already are underway.

Finally, because the Army cares about people, we have to foster an uplifting environment for our soldiers and their families to give reality to the phrase "be all you can be." We have to create a positive atmosphere of command where soldiers are physically fit, challenged with the best training we can, and where they feel they can make mistakes and not be punished as they grow professionally. We need a lot of "foot locker" teaching so we can pass on a legacy of experience and wisdom to those who follow.

We also have to inspire communities of compassion where families reap a sense of well-being, feel they are cherished—for surely they are—and find their problems being taken care of promptly and with understanding. One way for the Army to show we care about families is not to tolerate soldiers who abuse their wives or their children, who abuse drugs, or who abuse alcohol.

After a particularly tough battle in Vietnam, General Abrams once told me that what the Army needed most was fighters. But developing good fighters can never be done quickly or cheaply. *What our nation needs is enough superb soldiers in peacetime to man the picket line of freedom*, additional professionals to reinforce rapidly when directed by national authority, and regulars, as well as Reserve Components, to train the mobilized might of America which history unfortunately shows always takes too much time. Unless the United States is prepared to relinquish its far-flung interests and

its friends—and I don't believe Americans will ever shirk their responsibilities for assuring peace with freedom—*then the United States must possess adequate, credible landpower.*

Lord knows there are plenty of competing demands for our nation's resources. History tells us that the most important social service a government can provide for its people is to keep them free. We know that scrimping on the military always jeopardizes freedom. But Americans tragically and historically forget this and fail to fund necessary military programs. And, when we scrimp on the military, hasn't the temptation traditionally been to short change landpower? But you'll recall Kipling's wise words:

but it's "Saviour of 'is country"
when the guns begin to shoot.

Our prayers alone will never be enough to keep the guns silent or to assure that our land forces are strong enough to win the nation's battles. As a people, we need vision, steadiness of commitment, and sound balance between strategic and conventional military programs. We also need balance between landpower, seapower, and airpower. We need all of this now perhaps more than at any time in our nation's history. In my judgment we cannot afford to reduce our commitment of resources to national security.

All of you and those who listen have my dedication to ethical and professional excellence with the stewardship of land forces entrusted to me. But every patriot who loves America and yearns for a durable peace has to go the extra mile along with the Army leadership. Help us, help us to be all we can be.

Address at the ARMY NATIONAL GUARD MANAGEMENT CONFERENCE

Charleston, WV
31 October 1983

On an occasion like this, I think it is worthwhile to recall a few of the traditions of our great nation—traditions which give us continuity, stability, purpose, and strength.

Not quite two weeks ago Philip Habib, until recently our envoy to the Middle East peace talks, spoke of a fairly new tradition. In accepting the Marshall Award for Public Service, Mr. Habib began by saying, "I need not tell you—that the world situation is very serious." He ended his speech with this sentence: "With foresight, and a willingness on the part of our people to face up to the vast responsibility which history has clearly placed upon our country, the difficulties I have outlined can and will be overcome."

Those two sentences were taken from General Marshall's 1947 Harvard speech, the one which laid out the Marshall Plan.

So the first tradition is that of American leadership in the post-World War II era. The role has required sacrifices on our part, just as it has in Lebanon and Grenada as well as many other outposts. It has drawn on our resources, on our energies as a people, and, I don't think I need to remind this audience, on the treasure of our youth. Mr. Habib's use of General Mar-

shall's 1947 speech is a timely reminder, however, that there has been continuity and stability of purpose in American leadership for the past 35 years. And that stability of purpose has borne fruit. The Marshall Plan, backed by the deterrent strength of NATO, has produced a miracle of economic recovery and nation-building in Europe. A similar success story has taken place in South Korea, where again American soldiers are part of an essential defensive shield.

Now this new tradition of American leadership would not be possible without the support of another, much older tradition, and that is adequate military strength. That tradition started 347 years ago when militia were first organized to help protect the colonial settlements.

When we finally formed the Revolutionary Army in 1775 (under George Washington), we did it for the same reason we formed the original militia of 1636 and we have the armed services of today—to protect what General Maxwell Taylor calls our national valuables. That is a tradition which should give us all great pride. And in this gathering we should note that the militia produced the Army which produced the Air Force. Each was forged in response to the realities of its day.

There is a third tradition which has not always been

supportive of the first two traditions—of American leadership and adequate military strength. This third tradition might be described as American ambivalence toward power. We enjoy the benefits of power but sometimes are unsure how to use it. Our ambivalence toward power has been sustained by peaceful borders, by protective oceans, and by George Washington's admonition to avoid foreign entanglements. It was still evident in 1940 when the Congress passed the Selective Service Act by only one vote.

Today we are living at a time which demands the wise use of power, and which has little tolerance for ambivalence. Technology and the growing assertiveness of the Soviet Union have eroded the protectiveness of our oceans. Our borders are peaceful, but our neighbors' are not. We cannot avoid foreign entanglements. The world is too interdependent to permit it, and, as General Marshall implied, history demands that we be the leaders of the free world. Today 40 percent of our Active Army is forward deployed to meet the commitments which derive from that leadership role.

Our enemies understand the use of power only too clearly. The terrorist bombings in Beirut and the Soviet shootdown of the Korean airliner are the most recent examples of the unambiguous use of power. Poland, Afghanistan, Hungary, and Czechoslovakia are others.

The Soviet Union, our primary adversary, has a massive reserve organization. It is a force of 40 million, constantly rejuvenated by a universal conscription that brings in 1.7M people each year. That means that there is a constant pool of 5 million or so familiar with their newer weapons. That's a formidable organization underpinning the almost 4 million in their active forces.

North Korea, a Soviet surrogate, unambiguously devotes some 24 percent of its gross national product annually to developing a first-rate war machine. The army of Vietnam has subdued Laos and Cambodia, and now looks toward Thailand. Infused with Soviet materiel and other resources, Cuba enforces the Brezhnev Doctrine wherever it can, in Africa as well as in Central America and the Eastern Caribbean. These communist dictatorships have no doubts about the uses of power. They grow war machines almost as well as we grow wheat.

Our ambivalence toward power may have its risks, but it is thoroughly democratic—and shared by our democratic allies in NATO and the Far East. Given a choice, people do not easily vote for preparedness, no matter what history has taught. The right to make that choice is one of our national valuables. Nevertheless,

we must match the stability and purpose of our leadership and commitments with stability in allocating resources to meet those commitments. And we must be willing to use force when it is necessary.

What these three traditions mean for us here today is that we must be durable. We must get the most deterrence, the greatest readiness from the resources—people and materiel—we have. Today's Active Army is the smallest in 33 years—smaller, in fact, in proportion to the population than the Army of June 1950. Yet we have the highest quality force, the best soldiers I have seen in three decades of service.

The quality of our superb soldiers has been evident in Grenada. In the darkness of last Tuesday morning, two battalions of Rangers parachuted from 500 feet into southern Grenada. They overcame initial stiff resistance by armed Cubans and quickly overcame forces surrounding part of the Medical College containing most of the American students. The Rangers were followed by battalions from the 82d Airborne Division. These forces continued operations, eventually achieving all objectives with minimal casualties. The superb professionalism of these soldiers—and naval, air, and Marine forces—reflects great credit on the American people and our Armed Services.

To meet our major commitments, however, we have had to improve the capability of the Total Army. Let me cite one example. Less than 10 years ago we were able to increase the number of Active Divisions in the Army from 13 to 16 without adding to the Active Army end strength. We reduced some headquarters, but mostly we did it by relying on our Guard and Reserve. Most of our Combat Service Support units are in the Guard and Reserve. Nine of our sixteen Active Divisions are rounded out with National Guard brigades or battalions. Some of these roundout units will deploy before some Active units—and as a result they have a higher priority for new equipment like the M1 Tank. The point is that our reliance on the Guard and Reserve has increased steadily and will continue to do so.

Added to those greater responsibilities for our Guard and Reserve must be increased readiness and professionalism. We have already made real progress. Every year greater numbers of Guard and Reserve units and individuals participate in major joint and multi-national exercises like REFORGER in Europe and TEAM SPIRIT in Korea. In REFORGER 1976 when I took the 101st Airborne Division to Europe, elements of the Arkansas Guard participated with us and provided solid support. During my three years in Korea, I saw the quality and

number of Guard and Reserve units increase.

These realistic and demanding exercises provide training and experience we used to get only after the war had started. The Capstone Program, which ties specific Guard and Reserve units to specific missions, areas, and contingencies, helps to insure that that training is mission oriented. This summer 25 National Guard artillery battalions took and passed their first nuclear ARTEP evaluations, with 23 achieving scores of 90 or higher. And just last month a Georgia National Guard battalion went to our National Training Center at Fort Irwin, California—a superb training crucible, the best in the world for mechanized battalions.

These exercises in teamwork—teamwork between Guard, Reserve and Active units, among the services, and with our allies—are also an old American tradition. Let me tell you that our Army is not a go-it-alone outfit and never was. Nor is this nation. We are known by the friends we keep.

Barely a month ago I witnessed the warm reception the Dutch gave our 1st Cav Division soldiers on REFORGER. A Dutch general pointed out several bumper stickers which, translated, read, "Better a missile in your garden than a Russian in your kitchen." The Dutch are a proud and resourceful people, but they too count on our friendship and our strength. The soldiers and airmen, Active, Guard, and Reserve, whom they see on REFORGER are the surest evidence of American commitment. During my tour as the Commander of the UN Forces in Korea I learned that we have other staunch allies in the Pacific Basin.

Recently at the Conference of American Armies in Caracas, Venezuela, most of the other Chiefs of Staff expressed concern about the threat of communist insurgency and the need for American help. I know that the National Guard has developed a hemispheric exchange program over the past three years. The Puerto Rican National Guard, in particular, has been heavily involved in humanitarian assistance in the Caribbean—the Guard at its resourceful and innovative best. That kind of grass roots effort, when done right, can develop real friendships where we most need them.

But, as good as we are, the Total Army must get better. This is particularly true of the Guard and Reserve, who lack 35 percent of their required wartime equipment and significant numbers of soldiers. We are increasing both—about 16,000 soldiers for the Army Guard from FY 83 to FY 84 alone; and about \$750 million to \$1 billion a year in equipment. We are al-

locating resources based on our commitments.

And we plan to increase the full-time manning of the Guard and Reserve—something the Air National Guard has already done. Every effort must and will be made to continue to recruit the highest possible quality soldiers—Active, Guard, and Reserve. They are indispensable to building our Army of excellence. Aviation safety, a sure indicator of the quality of our training, needs to get better. Finally, we must improve schooling and overall professional development of our Guard and Reserve because, make no mistake about it, if the Army is committed, the Total Army will be committed.

In conclusion, let me talk briefly about one more American tradition, and that's individualism, what Tom Wolfe and the new movie about the astronauts call the *Right Stuff*. The quality which sets us apart as a nation is that we place so much importance on the individual. It is the source of what Thomas Jefferson called "the aristocracy of talents." Our recruiting slogan, "Be all you can be," is aimed at precisely that impulse in the youth of today.

In Today's Army we stress the whole person concept—physical, psychological, and spiritual fitness. We encourage initiative and innovation. We push technology to get us the best possible equipment, to insure that every soldier is confident that, even though outnumbered, he can fight and win. Certainly I don't have to emphasize individualism to the Guard. You embody the proud American spirit of volunteerism. Every day Guardsmen produce superb examples of initiative and resourcefulness.

And yet I am convinced that when a soldier wants to express that individualism, when, for example, she wants to be all she can be, it is as part of something bigger than herself. What we have learned and relearned in the Army is that unit cohesion, teamwork, is what gives the individual soldier the confidence to use individual initiative, to be resourceful. And it is the leaders, from Sergeant to General, who are most responsible for maintaining the climate of growth and caring which allow both cohesion and initiative to flourish. If we are to live up to the responsibilities history has placed upon this great nation, then it is important that we know we can count on each other. That's true of our platoons, and true of the Total Army, Active, Guard and Reserve. We need each other—and the other Services. The people of this great nation need a Total Force that is professional and united. As Chief of Staff of this great Army, I pledge that you can count on us.

Statement before the SELECT COMMITTEE ON CHILDREN, YOUTH, AND FAMILIES

U.S. House of Representatives
Washington, DC
10 November 1983

The Army Family

I appreciate the opportunity to appear before this Committee and speak with you about the importance of Army families.

The current operation in Grenada provides a specific example of the points I would like to emphasize today. Our soldiers there, by all accounts, conducted a very professional operation. Quality people and good equipment, combined with demanding training, all contributed to their success. A less acclaimed, but equally important part of their success was the role of the Army family. Our soldiers were confident the Army was concerned about their families and would assist their families if need be.

At the same time, the families mobilized to support the military operation and themselves. For instance, family members within the 82d Airborne Division operated family support groups to provide an information and assistance network. They packed health and comfort items for shipment to Grenada. And, for the first time, family members were part of the teams that informed families of casualties and provided them with a support system at a time of urgent need. All of this did not just happen. It was the result of care and concern of Commanders at all levels and family members and underscores the importance of our commitment to readiness.

Today's Army leadership is committed to assisting in the development of the potential of each and every soldier. In return, the individual soldier must be committed to being ready to deploy and fight when needed. In today's Army, with over 50 percent of our force married, it is vital that our soldiers know that the Army cares about their families. From the institution of the Army, soldiers and their families gain a sense of common identity. It is a partnership and commitment to the overall mission and acceptance of the soldier's unlimited liability contract. Total individual commitment through satisfaction of the soldier's needs translates into readiness of the Total Army. We recruit soldiers but we retain

families.

For many years the Army has recognized the part the family plays in this relationship. Establishment of the Army Emergency Relief during World War II and the Army Community Services during the Dominican Republic and Vietnam era are examples of earlier attempts, albeit reactive, to support families during wartime. Recent initiatives have been more positive. They have focused on giving our soldiers and their families a quality of life comparable to that which they are committed to defend. Grenada, while involving only a small portion of our Army, shows clearly we are on the right track.

There have been many initiatives aimed at assisting our families. Three themes emerge: partnership, well-being, and a sense of community. I would like to describe briefly some of the programs which support these themes.

Partnership

An excellent example of building and strengthening the bonds of partnership is our mayor system. Military family members are elected by community residents to represent the neighborhood in community matters. We encourage family participation in the design of family quarters. Family members are invited to sit on selection boards to review design and construction projects for family quarters.

In recognition of the special problems posed by constant relocation, we are undertaking a number of employment initiatives. These include a test program to provide family members employed by the Army a job referral and placement system when they and their sponsor move within the United States.

Wellness

To support the wellness theme we've instituted a Family Advocacy program. This program addresses the problems of spouse and child abuse through detection, prevention, and education.

Another wellness initiative is our Drug and Alcohol Abuse program. We have expended our existing program to address the problems of our youth by encouraging community involvement.

A third wellness example is the Exceptional Family Member program. This program helps to identify and treat handicapped military family members.

Sense of Community

Volunteer programs are a vital part of our third major theme, a sense of community. Soldiers and family members support community programs such as the Red Cross, Army Community Service, and youth athletic programs, through volunteer service.

Unit family support networks are another vital aspect of the sense of community. We are exploring ways to encourage active family to family support when our units deploy.

Lastly, training for Army family members which emphasizes community organization, problem solving, and volunteerism is critical. Right now, at some of our Senior Service

schools, training is being conducted for spouses of military members in these areas.

In each of these themes, our commanders are involved actively. The programs are in motion and functioning. Yet, as you realize, much remains to be done.

We must ensure our focus is clear if we are to successfully meet the challenges of the 1980s and build to an Army of excellence in the 1990s. The Army must continue to demonstrate its commitment to our soldiers and family members. This commitment, announced in a White Paper issued in August of this year, spells out the relationship between the Army and the Army family in terms of partnership, wellness, and a sense of community. It provides the framework for our current and future efforts.

Currently we are working on an Army Family Action Plan that translates this relationship into action. It recognizes resources are limited and balances family programs with other readiness priorities. We are making every effort to ensure that we place our resources where they will do the greatest good. Accordingly we have divided family requirements into two categories: those we can resolve with innovative low cost solutions and those which carry a high price tag. We are moving out on those programs that lie within our existing resource capability. We look for your support for the programs that are beyond our current means.

I am proud of what we have accomplished. The operation in Grenada has again underscored the need for well-founded family programs. They must be in place when, and if, critical events or emergencies occur. I possess no crystal ball, but as I analyze what I see as the Army's challenges in the years ahead, I am convinced we are moving in the right direction. I urge your continued interest and support in our efforts.

Address at the ANNUAL SERVICE IN HONOR OF THE ARMY

Washington Cathedral
Washington, DC
13 November 1983

Two days ago, on Veterans' Day, the American people paid tribute to generations of brave men and women who gave valiant service so that our great nation would live on. Veterans' Day has great significance for all of us who pray for a time when "Nation shall not lift up sword against Nation."

Our veterans have been and are now committed to the fundamental values that undergird America's human strength: Love of Country, willingness to serve, to work hard and to sacrifice—commitment to a purpose above self—these values have made our country great. Each time our liberty, and that of our friends and Allies has been threatened, veterans—regulars and citizen-soldiers—have stepped forward in defense of freedom.

The veterans and soldiers we honor faced a difficult decision when they put on a uniform. Seldom in our lives are we faced with decisions between an absolute right or an absolute wrong. The choice to take up arms in defense of nation and all it stands for is such a decision. It is a difficult choice for mortal human beings. It involves coming to grips with the stark reality of preparedness for war and with the prospect of having to take lives on the battlefield should deterrence fail. Often the decision requires a re-evaluation of purpose in life and sifting through the filters of one's own moral and ethical values.

Teachings and philosophies often conflict with the scriptures. They can, and many times do, confuse and mislead the person looking for definitive answers. A basic question a soldier must answer in making the decision to serve his nation under arms is "What makes this nation this way of life, worth defending?" At the most fundamental level, the answer is most often found in the freedoms, peace and human rights we each enjoy. They are characteristics of a human condition rooted in the dignity of man. It is the dignity that is born of a God who "created man in His own image." In seeking and finding an answer to this basic question, the American soldier establishes the parameters of his service. He subscribes to a belief in ethical behavior, and in the worth of humanity and its basic rights. He serves as a steward of our nation's values and beliefs.

Recently I read an article by a college professor who discerned that many of his students had little sense of history or of the values Americans must defend. In response to questions, many students did not know when World War II occurred and why it was fought. Many thought that Joseph Stalin was our President just before Roosevelt! Our Army Rangers, however, knew the right answers and knew what they were fighting for!

St. Paul told his friend Timothy to "keep that which is committed to thy trust." His words, perhaps, give the best description of the soldier's responsibility to the nation. Paul's charge is the essence of a soldier's service to his country, his fellow citizens, his family, his values.

Since our earliest recorded history, the soldier has exercised his responsibility to serve in many ways. The Scriptures abound with examples.

A soldier was the first convert to the Christian Church.

St. Paul was rescued from the raging mob by soldiers, soldiers saved him from being murdered, and soldiers traveled with him on his last trip to Rome.

Jesus paid his highest recorded compliment to the Roman centurion who asked that Jesus heal his servant. Jesus immediately offered to go to the servant. But the centurion said "No, Sir, I do not deserve to have you come into my house. Just give the order and my servant will get well." Jesus then told his followers "Not even in Israel have I found such faith."

These incidents reveal not only that most soldiers can and do possess a faith in God, but also that a soldier's adherence to Judeo-Christian values points him in the direction of duty, dedication, and service. Over the entrance to the Cadet Chapel at West Point is a large stone cross with a sword in it. The sword represents King Arthur's "Excalibur." For Christian soldiers the symbolic lesson is that the sword of military power can be withdrawn only when governed by noble values.

Paul spoke of the values of the soldier in the 16th Chapter of Corinthians.

Be on your guard, stand firm in the faith, live like men, be strong. Let everything you do be done in love.

In the parlance of the soldier, he is called upon for alertness and vigilance, for loyalty and allegiance, for power and strength, for ethical behavior and for compassion. The best fighters are those who are consumed by a purpose above self. I believe it is in error to behave or think otherwise.

Of course, these values do not fit all soldiers. Nor should they be expected to. But neither do our soldiers fit the stereotype of the brutal, heartless, and mindless individuals, who have no feelings for God, their fellow human beings, or their families and no attachment to things higher than self.

One cannot be a soldier, facing the uncertainty and fears associated with service life, and ignore the lesson in Paul's writings:

A soldier is many things to many people: someone's son or daughter, a husband or wife, a father or mother, a friend, an acquaintance. A soldier is a citizen among other citizens, and a servant. It is in the role of servant that the soldier observes a fundamental difference: their fellow citizens have entrusted them with the power to protect "[their] lives, [their] fortunes and [their] sacred honor."

Our soldiers stand, as they have stood for over two centuries, as guardians against those who would deny us the freedoms we enjoy. They guard against those who would take our lives, either by the chains of oppression or with weapons. They guard and insure us against those who would tear down the sometimes frayed fabric of democracy under which we, and other peoples of the world, live and pursue our individual beliefs and desires.

As guardians our soldiers are prepared to answer a call to arms they hope, probably more fervently than others, will never come.

No one in his right mind really likes or wants war—especially those who wear the Purple Heart and have lost comrades.

Our national resolve—the things we stand for as well as stand against—is an outgrowth of our firm belief, as

a nation, in the existence of a supreme being. This is the distinguishing feature of our form of government. Many nations of the world recognize no supreme being. We believe in a nation of laws—reflective of and an extension of the law of God—springing from the people and dedicated to serve the people. In some other nations, laws exist to benefit the state and people exist to be its servants. They surrender all rights to individual liberty, self-determination, personal choice, and, in some instances their very lives. We cherish our individual rights as divine gifts. We believe it is the purpose of nations and governments to protect these rights, not to deny them.

In our efforts to protect and defend these rights, we have come to understand that we cannot set them up on marble pedestals and live alienated from the community of nations. John Donne, poet and minister of God, understood this principle long before creation of our nation. He wrote:

No man is an island, entire of itself; every man is a piece of the continent, a part of the main; any man's death diminishes me, because I am involved in mankind.

In Grenada American soldiers again were asked to serve the cause of freedom, justice, and human rights. They served superbly. Our nation can be deeply proud of their efforts. More importantly, the reactions of the students, and the citizens of Grenada, show that we do have a common bond, that we are on this planet together, that our government treasures human rights.

In a letter I recently read, two American medical students in Grenada wrote:

If the U. S. had not come to get us off the island we never could have left. When the Rangers got us out in a very heroic operation we were overjoyed. But when we arrived home our excitement turned to disappointment as we witnessed demonstrations objecting to U. S. actions. These people obviously are misinformed about the grave danger to American citizens and Grenada. We thank God for protecting us and we thank the Rangers for saving us!

To the soldiers, and members of the other branches of the armed services, their families, and in particular to the families of those who gave the "last full measure of devotion," go this grateful nation's prayers. We also renew a pledge on this past Veteran's Day—to live up to as well as never forget their courage and the sacrifices

they were called upon to make in defense of their fellow human beings. This courage, sacrifice, and dedication are exemplified by the young soldier, wounded in Grenada, being awarded a Purple Heart and Combat Infantry Badge: he wanted an American Flag on his chest before pictures were taken because he was proudest of it.

As a nation we serve for many peoples of the world

Address at the AMERICAN INSTITUTIONS CLASS

United States Military Academy
West Point, NY
15 November 1983

The Military Institution and the Soldier

I am very pleased to be here this evening to share some thoughts with you on the subject of the Military Institution and the Soldier

If we had to designate one place in this great land of ours which most represented the American military and its traditions, that place would not be the Pentagon. It would be West Point, whose military tradition goes back to the Revolutionary War. The Long Grey Line has embodied the highest ideals of Duty, Honor, and Country. Many have distinguished themselves in the numerous wars, 22 as Chief of Staff of the Army, and two have served as Commander-in-Chief. Knowing this—and remembering the many statues and inscriptions which speak to you about your heritage—I realize there is little you need to be told about the military institution.

One point I would remind you is that the real American military institution is rooted in its militia and began, not in 1802, or even 1775, but in 1636 when the colonists formed their first militias for the same reason we have our armed services today—to provide for the common defense. Those militias are still part of today's Total Army. The National Guard and the U. S. Army Reserve are every bit as much a part of the military institution as we are. We work closely together to improve our capabilities—50 percent of combat battalions and 70 percent of CSS are in the Reserve Components.

Most historians would agree that the Civil War represents the first full flowering of professional military

as a beacon for peace, freedom, and justice. In this spirit as a nation we must be prepared for war because deterrence requires it. As a people we must sacrifice because it is the price of liberty. In this spirit the American soldier serves with ethical purpose and, when called, fights with moral conviction to win. For us to do less would be to deny our responsibilities to the free world, to our countrymen, and to our God.

expertise in this country. Graduates of the United States Military Academy were prominent on both sides. According to Douglas Southall Freeman, General Lee would not even consider an officer for assignment above brigadier unless he was a graduate. And yet the first 50 years of West Point graduates had very little to do with preparing to fight large land wars. Most were concerned with nation-building—with explorations, pioneering, engineering, and maintaining an uneasy peace with the original Americans—as their militia forebearers had done.

The military tradition of nation-building continues today, particularly in support of American leadership in the post-World War II era. General MacArthur's proudest achievement was his contribution to the political, social, and economic development of post-World War II Japan. In 1947, General George C. Marshall, then Secretary of State, articulated the requirements for helping the European nations recover from the devastation of World War II. The Marshall Plan met those requirements and, along with the deterrent strength of NATO, has produced the longest, most prosperous, and most politically mature period of peace in Western Europe in 400 years. We are doing the same thing in South Korea.

We tried even harder to rebuild the nation of South Vietnam, where civic action was as much a part of our modus operandi as search and destroy. That dual mission—combat and nation-building—was probably the most difficult of any ever given U. S. forces. Today

we are still doing the most important half—civic action—in Central America. And we have mobile training teams worldwide, as well as disaster relief and civil disturbance teams here at home.

One volume of Forest Pogue's biography of General Marshall is titled "Organizer of Victory." Probably only those who have read Marshall's biography, realize that his highest level of command, of a regiment, was spent organizing and supervising the Civil Conservation Corps. The CCC was a Depression-fighting source of jobs and also a way of improving our conservation measures. Because it was outdoor work, it became the Army's mission. Marshall was happy to do it because he could see how much it was needed for national recovery. He understood what service means.

Many years later Marshall told the Class of 1951:

You will often be misunderstood. You will frequently find the democratic processes of this country difficult to assimilate in a military pattern. But never forget that this is a democracy and you are the servants of the people, and whatever complications that may arise, you have a duty to your country which involves not only the final sacrifice if necessary, but a generous understanding of the role of an officer in the Army of democracy.

Because we have fought four wars in this century alone, we sometimes forget that the American Military Institution and the American Soldier are servants of the people. And, because this is pre-eminently a peace-loving nation, we are expected to be peace-keepers. Experience alone has taught us—particularly the graduates of this institution who have led countless soldiers into mortal combat—that the best way to maintain peace is to be ready for war.

Readiness is therefore our first responsibility in providing for the common defense. Readiness is the key to deterrence and, if required, to fighting and winning. It is an activity which professional soldiers can sink their teeth into. It means equipping, supplying, training, leading, caring—even, by implication, recruiting and reenlisting. It is the one word which best characterizes the operational part of the military institution in time of peace.

The parameters for readiness are somewhat broader than those you will encounter in units as part of our readiness reporting system. Readiness is not just number crunching, percentages, and simple equations. It is the capacity to deter a wide range of enemies, to

reassure an even wider array of allies, and, as we saw three weeks ago, to deploy rapidly to meet numerous contingency requirements. And it is building that capacity within a society, a nation, which still enjoys peaceful borders and protective oceans—which still remembers George Washington's admonition to avoid foreign entanglements.

The American military institution of today, which must determine strategies and build forces to deter, confront, and defeat our enemies, must be adaptive. Also given the nature of this world of crisis, confrontation, and conflict, we must even be innovative. We must be tough enough to be self-critical and willing to learn from our mistakes.

Our basic planning assumptions are, however, unique. Some say that the Soviet Union is the only nation in the world surrounded by hostile communist nations. We, on the other hand, are very dependent upon our Allies, as they are on us. Our coalition strategy takes advantage of the bonds between allies and of the basic strength of self-defense.

Our commitments in support of this strategy are different from those of the Soviet Union. Today's Army, for example, is forty-three percent forward deployed, mostly in NATO and Korea; but we also man counter-mortar radars in Beirut, a battalion of Peace-Keepers in the Sinai, and mobile training teams in El Salvador. In a sense, we man the picket line of freedom.

Maintaining that picket line—and being prepared to reinforce it rapidly and with significant forces—is, in my judgment, one of the most challenging missions the United States Army has ever been called upon to perform. We will not succeed in that endeavor by trying to build, as the Soviets do, an ever larger war machine. Instead we must continue to build a quality force which relies on initiative, cohesion, resourcefulness, leadership, superior equipment, and, most of all, on the best soldiers in the world.

Today's Army is able to deter our enemies, reassure our allies, and meet our many deployment contingencies with the smallest Active Army in 33 years—smaller, in fact, in proportion to the population than the Army of June 1950. We are able to do that because we are all volunteers and because, after 10 years, we have learned how to recruit good soldiers, the best I have seen in over three decades of service. Almost ninety percent of our recruits are now high school diploma graduates—only fourteen percent are in the lowest mental category. Their capacity to learn, to train, to grow, to fight, and to serve is a bedrock requirement for an

Army which must be able to fight outnumbered and win. The quality soldiers will be a challenge to you.

But they must also have superior equipment—equipment that gives them confidence to fight and win. The Army you have joined is at the beginning of the most extensive modernization program in its history—over 400 new systems in the next 10 years.

Three weeks ago in Grenada the Black Hawk UH-60 helicopter performed superbly. Several were severely hit and were able to continue flying. One had two rotor blades, two tail blades, the tail rotor drive shaft, and the fuel tanks hit. There were 45 bullet holes in the airframe. All the avionics and radios on the left side of the cockpit were destroyed. The tires were shot out and five people in the helicopter, including the pilot, were wounded.

Agility, stealth, and operational reliability on the past two REFORGER exercises have earned accolades. In this year's Biennial Canadian Army Trophy Tank Gunnery Competition, a company of our superb young soldiers and their M1 Tanks did better than any other NATO company competing. It was easily our best showing in the 20 years of the competition.

One reason why we have had such confidence in the M1 tank—despite the unmerited criticism—is our quality assurance program, which tests and corrects the products we get from industry. That program, which has been around for many years, is one way we have of fulfilling our stewardship of the enormous materiel resources entrusted to us. There are others.

We have integrated management improvements into the programming system which disciplines how we do our business. These improvements will result in some \$10 billion in savings and cost avoidance over the next six years. The Army Value Engineering program regularly gives us a 20 to 1 return on our investment from projects which reduce performance or maintenance costs. The Army Productivity Capital Investment program does the same thing with seed money investments. Multi-year contracting, another cost-saving technique we favor, will save us—under the extended authority provided by Congress in Fiscal Year 82—almost \$500 million on eleven contracts through this coming year.

At this point most of you are wondering what multi-year contracting and management of resources have to do with the Military Institution and the Soldier—or with anything you plan to be in the next three to ten years. Well the answer is what President Eisenhower called

the military-industrial complex and President Roosevelt called the arsenal of democracy are important elements of the support we need in meeting our commitments. And how we develop, procure, and maintain the material we get is a responsibility we share with industry. We cannot just say, "give us the tools and we will do the job." Not only must we help fashion those tools, but we must also enter the competitive market place to ensure that the price is reasonable. May of your predecessors performed that vital function as long as the Civil War.

That same responsibility will be yours sooner than you think. Today every battalion budgets for its fuel, repair parts, and other supplies on a quarterly and annual basis. Stewardship of the many billions of dollars of parts, major-end items, and other supplies entrusted to us is now both pervasive and accountable throughout the Army. You are about to join the ranks of the maintainers of equipment and trainers of soldiers.

Now about soldiers. They just want to be all they can be. That's in keeping with our traditions. It's why people started coming to America in the first place. Thomas Jefferson called it the aristocracy of talents. And today's Army supports that impulse in our youth. We stress individual proficiency and fitness—spiritual as well as physical. We encourage soldiers to use initiative, to be resourceful, to pass tests, to grow. We also are concerned about Army families and have programs to care for them. Good leaders create that kind of environment because they know that the individual soldier, not the military institution, mans that picket line and is prepared to meet the terms of the unlimited liability contract.

How important is the soldier in this nuclear age, this era of technology? Columnist George Will wrote:

Grenada, although small, is 15 times the size of two Jims and of large symbolic value. U.S. soldiers' boot prints on Grenada's soil have done more than the MX will do to make U.S. power credible and peace secure. President Reagan's defense budgets are not, by themselves, a fully effective signal to the Soviet Union of U.S. seriousness. The boot prints prove that the United States will not only procure sophisticated weapons systems but also has recovered the will to use the weapon on which its security rests: the man with a rifle.

I decorated some of those soldiers two weeks ago. Every Ranger I saw, whether severely wounded in the right arm or not, raised his arm in salute and said

"Rangers lead the way." One soldier, who also had been awarded the Purple Heart and Combat Infantry Badge, was about to be photographed. "Wait a minute," he said, and took a miniature American flag from his pocket and placed it above his awards. "OK, you can take your picture," he said, because this was what I'm proudest of."

Those vignettes are a reminder that, as important as the individualism of the American soldier is, soldiers want to be all they can be as part of something bigger than themselves. What we have learned and relearned is that unit cohesion is what gives the individual soldier confidence to be resourceful, to use initiative. And it is the leaders, from Sergeant to General, who are most responsible for maintaining the climate of growth and caring which allow cohesion and initiative to flourish.

Address at the COUNCIL ON FOREIGN RELATIONS

New York City, NY
Monday, 12 December 1983

I am proud to share in your warm hospitality. I was particularly moved by the posting of the state colors and the recitation of their history.

"I need not tell you that the world situation is very serious." These words from George C. Marshall's speech in 1947 still ring true.

A few names remind us of crises and conflicts which threaten our interests and increase demands on our military forces: Beirut, Pershing II, Korean Demilitarized Zone, Sinai, El Salvador, East German Border, Grenada.

They also suggest changes in the geostrategic environment:

- Every study of this environment notes the dramatic rise in terrorism, subversion, and violence over the past 30 years.

- The appeal of Marxism-Leninism is diminishing. Realistic Third World leaders see the Soviet Union more in terms of military power than as a model for nation-building.

- Nuclear parity will force us to place greater reliance on conventional forces. This applies to our alliances in Europe and the Far East, as well as to our ability to deal

From a broader perspective the lesson of Grenada—aside from the magnificent performance by our Rangers, Paratroopers, Marines, Navy, and Air Forces—is that American soldiers, no more than the American military institution is, are not in the defense business on a go-it-alone basis. We count on each other—in the platoon, in the Total Army, in the Armed Services, in this diverse society of ours, and in the nations of this world who are free or want to be free. That is what makes Grenada different from Afghanistan, and American power different from Soviet power. The American military institution depends on teamwork and responsible relationships in our society. We must make our time on earth count for some noble purpose above self, as in the words of St. Matthew: "Let our works glorify our maker."

with Soviet and surrogate military power in the Third World.

We have responded to these challenges. Our deployed forces in alliances overseas represent serious commitments by the United States. They are the cornerstones of deterrence. The U. S. division in Korea, for example, has been our earnest in a country whose precarious existence affects four major powers. Our four divisions in Europe are indispensable in maintaining the longest period of peace in modern European history.

These divisions also contribute to nation building. Behind the military shields of freedom, the Korean GNP has increased 20 fold in 20 years. The GNPs of the United Kingdom, Italy, France, and West Germany are now 2.1 trillion dollars.

Our security assistance and military training have helped create professional landpower forces which contribute substantially to maintaining peace and resisting insurgency. This year in Honduras our military exercises provided medical care for people who have never seen doctors. We helped local engineers build roads and taught mechanics to repair engines. By deploying Pershing II and signing the historic agreement with Germany on sharing costs of air defense in NATO, we demonstrate joint resolve and steady progress in our most important alliances.

The time now seems right for a more positive American strategy that capitalizes on the strengths created by our alliances and by the economic vigor of our private sector. Oriented toward the developing world, this strategy would complement current security arrangements with our Allies in Europe and the Far East.

Security assistance must play an even larger role in this emerging strategy. By diminishing the need for our direct military involvement, it multiplies the effectiveness of our own forces. And it helps to build local and regional self-confidence.

Our International Military Education and Training Program is an example of what a good security assistance program can produce. The leadership of the local Army forces is improved and the perception of us as friend and ally takes on new meaning. They create ties that help bind us in common purpose. To date over 400 senior political and military leaders, including 25 heads of state of other countries, are graduates of our program.

Unfortunately, the trend in security assistance has not kept pace with the requirements. Reversing this trend is in our long term interest. We must be more forthcoming in providing our friends and allies increased credits and concessionary loan terms. For us to carry out a successful strategy, they must be able to purchase equipment and training.

The credible presence of US military forces supports security assistance and contributes to peace in the Third World. They can be mobile training teams or elite, rapidly deployable land forces, judiciously exercised. Our battalion in the Sinai Peace-Keeping Force, our trainers in El Salvador, our troops exercising in Central America and Egypt, and 150 Army Mobile Training Teams in 31 countries around the world already provide much of that presence.

To deal with greater threats to American interests by surrogate nations and low-level insurgency, the Army believes that we must have land forces which are combat ready, rapidly deployable and tactically lethal. Landpower or its absence changes history. To be effective our landpower must be, as it was in Grenada, combat ready and rapidly deployable.

This broadened role for the use of military power lies. On the one hand, we need to continue modernizing strategic nuclear, tactical nuclear, and conventional capabilities.

To fulfill our alliance commitments and assure deterrence of major hostilities, we must keep pace with technology and the threat. As President Reagan has said, "This strategy of deterrence has not changed. It still works. But what it takes to maintain deterrence has changed."

Our modernization effort must be balanced. If we go too far in strengthening the strategic at the expense of the conventional, we may raise the risk of war and lower the resolve of our Allies.

On the other hand, it would be foolhardy to worship wholly at the altar of modernization. The Koreans have a proverb: "Always prepared, no misfortune." History tells us that being ready for war is the best way to avoid it. Ready forces and adequate air and sea lift build credibility in ways which numbers and qualities of modern weapon systems do not.

Yet, the time honored question remains: How can we modernize and maintain high combat readiness within the limited human and material resources available? The Army's answer is to keep the Active Army small, to concentrate on quality in our people and our equipment, and to rely more on our Reserve Components.

Our Army today is the smallest in 33 years. This small size allows us to recruit the highest quality soldiers in memory. We are also undergoing the most extensive modernization in our history.

As you know so well, we can meet no major contingency without our Reserve Components. Today 40 percent of our Total Army Combat Support and 70 percent of our Combat Service Support are in National Guard and Reserve units. We are improving their readiness with new equipment at the rate of over one billion dollars a year. Moreover, we are increasing their cadre level and the intensity of their training with Active units. We intend to maintain this solid commitment to strengthening our National Guard and Army Reserve.

Our long overdue modernization program has also produced important management initiatives in quality assurance, economies and efficiencies, competition through second sourcing, and closer scrutiny of our contractors. The bottom line, we believe, is better stewardship of the resources entrusted to us.

Two success stories, the M1 tank and the Black Hawk helicopter, suggest we are on the right track in building a quality Army. This summer a company of our young

soldiers and their M1 tanks surpassed all other companies in the Biennial NATO Tank Gunnery Competition. It was our best showing in the 20 years of the competition.

In Grenada our new Black Hawk helicopters were able to withstand fierce anti-aircraft fire. One Blackhawk had 45 bullet holes, punctured fuel tanks, holes in the tail and main rotors, much of the control instrumentation destroyed, and five people, including the pilot, wounded. Yet the crew completed their mission. Good technology wins battles and saves lives.

For the future our ability to project a credible presence in a dangerous world must accommodate two imperatives. The first is adequate forces. We must maintain modern nuclear and conventional forces to deter major conflicts.

The second imperative is limited resources. We cannot and need not match the Soviets or their surrogates division for division or tank for tank. What is required is that we optimize combat power and the quality of our forces. The credibility of our military forces depends less on our numbers than on our battlefield success. Marshal de Saxe's injunction is time tested. "It is not big armies that win battles, it is good ones."

With respect to improving our capability, the Army believes we can do more. We must continue our modernization program. Without it we lose credibility with our allies, our enemies, and with all the nations who have ready access to adequate technology. Most importantly, we lose credibility with our soldiers, whose lives may depend on the quality of the results of our modernization program.

However, good people and good equipment can't do the job alone. A small Army must train hard to maintain its quality and readiness. Our annual REFORGER exercises in Europe and TEAM SPIRIT in Korea are the sort of demanding exercises that build confidence and teamwork in our forces and in our allies.

Also our National Training Center at Fort Irwin, California, is the most challenging mechanized training center in the world. The latest simulator and instrumentation technology, as well as highly trained Opposing Force battalions, are used to teach tactical lessons we used to pay for with soldiers' lives in combat.

As we modernize we must also develop light, highly ready forces which can be deployed rapidly to bolster friends, to deter lesser conflicts or insurgencies, or to

terminate hostilities before they escalate. And we must do this within limited resources. What we need is the ability to maneuver land forces strategically.

Deployment, speed, quality combat equipment, and tough, elite soldiers are ingredients for success in the changing strategic environment. These light land forces can make better use of our inadequate strategic air and sea lift assets.

The success of the Rangers and paratroopers in Grenada confirms a Defense Department initiative to increase Special Operation Forces. We plan to organize more Special Forces, more Ranger units, and a new division which will be tactically lethal but much lighter in terms of strategic deployability than any division we now have.

The key to success will be the quality of our soldiers, leaders, and training. What we learned in Grenada is what the British learned in the Falkland Islands. Tough training which emphasizes resourceful small unit leadership makes all the difference.

Readiness and soldier quality are, in fact, predominant lessons from Grenada. We must keep recruiting 90 percent high school diploma graduates. Even our superior numbers in Grenada did not guarantee the overwhelming success of that operation. The tough physical condition, combat skills, and drive of the Ranger troopers were basic reasons for rapid success with minimal casualties.

But we have to be more than just proud of our quality soldiers. As a people we must be committed to maintaining our military strength, and to taking responsible actions when our interests are threatened.

Sometimes we forget the price we pay for not being ready. A retired Command Sergeant Major reminds us of this in the following letter:

I enlisted before Pearl Harbor. Our Infantry company had 65 officers and men. Half worked at riding stables and NCO clubs. We were garrison soldiers and ill-trained to defend our country. I'm one who can remember using wooden weapons against trucks with "tank" written on the side.

Looking back and trying to analyze why our Army was in such a condition, I conclude that the American people had a low regard for the Army. Our Congress echoed their feeling by inadequately equipping the Army.

I wonder whether the people today will support a modern Army capable of defending our country, or will we slide backward once again?

Hopefully, the words of that Sergeant Major will not be repeated for other generations of soldiers. The dangerous world in which we live will be unforgiving of weakness.

But we are a strong people, richly blessed, capable of sacrifice and noble deeds, and of rising above ad-

versity. The great strengths of the American people reach out in this note I received from a grieving family.

Thank you for your letter of condolence. Our son, Mark, was proud to be a Ranger and so were we. He set some objectives for his life and he accomplished them. Thank you also for sending eight of his Ranger buddies to be with him as pallbearers. And, one last thing. May God bless all of you who serve.

As long as all Americans feel and pray this way, our freedoms will be secure. Thank you.

NATO's SIXTEEN NATIONS

Special 1/1983 Edition

Reinforcing and Strengthening the Conventional Defense

On 10 June 1963, President John F. Kennedy said:

There is no single, simple key to peace—no grand or magic formula to be adopted by one or two powers. Genuine peace must be the product of many nations, the sum of many acts. It must be dynamic, not static, changing to meet the challenge of each new generation. For peace is a process—a way of solving problems.

The basic ingredients—alliance solidarity and credible, combat-ready deterrent forces—for maintaining peace in Europe have not changed since that speech. What has changed significantly is the relative strength of those forces with respect to the USSR and the Warsaw Pact countries. In 1963 the US and its Allies had nuclear superiority over the Soviet Union and other Warsaw Pact countries. Today there is approximate nuclear parity, a reality which underscores the concomitant, massive build-up of Soviet conventional armed forces during the same period. The Soviet Union has even demonstrated the capability to project its forces beyond its borders.

These fundamental changes in Soviet capability led to the current NATO strategy of flexible response, based on a triad of forces. Given the pace of Soviet and Warsaw Pact improvements, the triad must be modernized if it is to remain credible. The current US administration continues to move ahead with solid progress in modernizing strategic nuclear forces. Similar efforts,

based on the December 1979 Alliance decision, are being made at the theater nuclear level to balance Soviet SS-20 deployments. These efforts are the subject of much public discussion. Less well publicized, however, is the imperative to improve the conventional leg of the NATO triad.

Ironically, it is conventional force improvements which offer the solution to many of the sensitive, nuclear issues now facing the Alliance. Such improvements, as General Rogers has illustrated time and again, would raise the nuclear threshold of NATO's strategy—thereby assuring Allies and potential foes alike that the conventional defense is viable and that the triad is solidly balanced—and, at the same time, provide credible escalation control. The net result would be a reconciliation of deterrence and defense for NATO—an absolute necessity in an era of nuclear parity. The actual and perceived ability of NATO to wage war successfully at every level of escalation is ultimately the best means for the Alliance to avoid the necessity to wage war at all.

The fundamental question now facing NATO is how to improve conventional force capability. At one end of the option spectrum is a massive conventional build-up much like that called for in the 1952 Lisbon Force Goals—clearly out of the question given current economic constraints. Near the other end of the spectrum is the 4 percent annual increase in real defense expenditures called for by SACEUR to implement the current ACE Force Goals.

Within this latter option, as the multi-national defense experts from the European Security Study indicated in their recent report, a combination of new technology and doctrine can greatly improve NATO's conventional defense. Highly accurate airborne weapons with standoff range to penetrate Warsaw Pact air defenses, improved surveillance and target acquisition systems, and land based missiles and multiple rocket launcher rounds—these are all promising breakthroughs for destroying Warsaw Pact air bases, follow on forces, artillery, and maneuver units massing or maneuvering for attack.

For the US Army, this all can be distilled to one basic point: projecting a modern, ready force in a timely manner is essential to a successful conventional defense of Europe. The quality of that force is therefore of pre-eminent importance. As recently as 1979, however, all services fell short of their recruiting goals. Mid-career non-commissioned officers were leaving the ranks to accept more generous compensation and family environments. Much of our equipment reflected the technology of the 1960s, and the post-Vietnam defense funding reductions meant aging equipment fleets and shrinking inventories of weapon systems. The so-called short war strategy also took its toll as our staying power continued not to be funded adequately.

The quality of our land forces has improved appreciably in the last several years. Part of this has been due to the fundamental decision to hold force structure levels relatively constant and to concentrate resources on force readiness, sustainment, and modernization. This concentration, which today is providing a significant increase in our battlefield effectiveness, particularly in Europe, has embarked the US Army on the most ambitious transition it has ever attempted in peacetime. We are managing this transition with forward-looking programs in organization, doctrine, equipping, manning, and training. When taken together, these programs will provide us force multipliers, leverage and additional capability from the resources we have been given.

Impact in attaining quality is recognizing the synergism of the Total Army—the Active Component, the Army National Guard, the Army Reserve, and the Army's civilian workforce—all working toward accomplishing the Army's mission. The United States does not need to match potential adversaries weapon for weapon or military unit for military unit. The Active Component is only the fifth largest active land force in the world today, but, in combination with the Reserve Component, it is a land force sized and equipped for the broad spectrum of challenges potentially facing the US. We are

placing increasing reliance on the Reserve Components by transferring unit functions and missions, not only in the combat service support area, but also in the significant role of "roundout" brigades and battalions. We are able to do this because we are also increasing full-time manning (or unit cadre), overall end strength, and force structure of the Reserve Components. At the same time, we are improving their capability and readiness by improving their equipment. We are buying currently produced equipment, product-improving equipment already in their inventory, and developing and procuring new equipment and weapons systems. A North Carolina National Guard roundout battalion, for example, is now receiving the M1 Abrams tank. Overall, each year the Reserve Components will be receiving at least \$1 billion in new equipment.

Division 86 is the label for the basic organizational concept which will make better use of modernized equipment. The heavy division design will enable US commanders to field and manage more firepower and better target acquisition systems, which are especially needed in Europe. Because the battalion commander directs and controls the course of the battle, the Division 86 structure will provide him more assets and a better leader to led ratio within the battalion. That structure, though it reduces the number of maneuver battalions in each division, provides greater combat power and assets by increasing the number of maneuver companies in a battalion. The smaller and less complex maneuver companies will optimize leader to led ratios. Other improvements include consolidated aviation assets, increased fire support and air defense, and combat service support designed to arm, fuel, fix, and feed forward.

Yet, new equipment and new organization must still rely on soldiers and leaders to make them effective. We are now engaged in tempering, in toughening the Total Army. We constantly stress that America's land forces—disciplined, well trained and fully equipped—are committed to the standard of excellence demanded by an era of constrained resources and substantial responsibilities. Nowhere is that more evident than in the training which takes place at the National Training Center at Fort Irwin, California. There US-based maneuver battalions (including Reserve Component units this year) are challenged to expend every tactical, innovative, physical, technical, and leadership resource at their command to engage highly-trained, opposing force units in mock combat. The training, which is realistic, fully instrumented, and diagnostic, demands much and teaches even more than it demands.

Units and leaders are stretched, but in stretching they are able to grow. From mistakes revealed, acknowledged, and learned from, we do not just prepare them for combat, we encourage the pursuit of excellence on the battlefield.

What does the transition which the US Army is currently undergoing mean for the conventional defense of Europe? To begin with, it means revitalized forward deployed forces in Europe. USAREUR units are at full strength with high quality NCOs and soldiers. Substantial improvements in readiness and sustaining capabilities are underway. Far-reaching modernization of equipment has begun: of approximately 300 different types of new equipment scheduled for USAREUR between 1983 and 1989, almost 200 are due to begin arriving in the next two years. USAREUR, for instance, has already begun to receive the Abrams tank, the Bradley Fighting Vehicle, and the Stinger hand-held anti-air missile. In the next several years, the new Multiple Launch Rocket System, the Patriot air defense missile systems and the Sgt York tracked air defense gun will be introduced. In short, as General Kroesen recently stated before departing as Commander in Chief of US Army forces in Europe, the Seventh Army is the "highest quality, most combat ready force the Army has ever fielded in Europe in peacetime."

The remainder of the US Army force planned for Europe, however, continues to be located in the United States. Thus the other crucial part of the equation is to be able to reinforce Europe rapidly enough for optimum deterrent and war fighting impact. This imperative was recognized in the 1978 Long Term Defense Program Transatlantic bargain by which the US agreed to deploy rapidly 6 divisions and 60 air squadrons to Europe in return for the provision by NATO allies of host nation support and such facilities as collocated operating bases

and forward storage sites. The rapid reinforcement project is sound strategy and the US is working to match capabilities with the requirements stipulated in SACEUR's Rapid Reinforcement Plan. At the same time we are improving our responses to ambiguous warnings and developing pre-conflict measures which can speed the reinforcement process by early decision making.

These improvements will have beneficial results for the conventional defense of Europe, a defense which offers the key to both deterrence and the growing public concern over nuclear armaments. Because we in the West depend on public consensus for defense policies, we must continue to convince our own people that the benefits of successful deterrence and defense outweigh the costs. Increased expenditures on conventional armaments will be unpopular with those elements in our societies who regard defense expenditures only as money diverted from other social imperatives. They need to be reminded of Sir John Slessor's admonishment:

It is customary in democratic countries to deplore expenditures on armaments as conflicting with the requirements of the social services. There is a tendency to forget that the most important social service that a government can do for its people is to keep them alive and free.

Security is the primary responsibility of every nation, and societies which do not allocate adequate amounts of their resources to defense do not survive. As President Reagan said:

In this era of much more dangerous weapons, it is even more important to remember that vigilance not complacency is the key to peace.

General Wickham testified before the Senate and House Armed Services Committees and the Senate and House Appropriations Committees during the months of February and March 1984. His presentations before the Senate Armed Services Committee and the House Armed Services Committees were similar in content. The Statement to the Senate Armed Services Committee follows

Opening Statement before the ARMED SERVICES COMMITTEE UNITED STATES SENATE

Washington, DC
2 February 1984

The Posture of the United States Army Fiscal Year 1985

Mr. Chairman, members of this Committee Thank you for the opportunity to testify on the Army. In my opening statement let me provide a brief "state of the Army" report.

The Army in 1984 is a solid Army and growing stronger through modernization, improved sustaining capabilities, and increased readiness. It is the best Army I have seen in 34 years of service. We have high quality soldiers, NCOs, and officers. For example, last year almost 90 percent of our recruits were high school diploma graduates, and about 12 percent were in the lowest test category. Our soldiers are tough, resourceful, intelligent, and patriotic.

Recently, I decorated some of our Rangers. One badly wounded soldier, with a Purple Heart and Combat Infantryman's Badge pinned to his robe, interrupted a photographer. "Wait a minute!" he said. He reached into his pocket and took out a small American flag which had been worn on his uniform in Grenada. Placing it above the decorations he said: "Now you can take my picture, because this flag is what I'm proudest of." With such soldiers in our ranks, shouldn't Americans of all ages be proud?

The Army's modernization program also is improving readiness because our equipment is more effective across the board. For example, in Germany we have seven battalions of M1 tanks, which now have been on two annual REFORGER exercises. For both years the operationally ready rate was over 95 percent.

Last summer a company of our young soldiers and their new M1 tanks were the top company in the Biennial NATO Tank Gunnery Competition. That's our best

in 20 years. Our soldiers believe that they can fight outnumbered and win with the equipment coming into their hands. Building that kind of confidence is fundamental to our entire modernization program. Our modernization efforts generally are on course though some problems continue with quality assurance and design. We are working with industry to correct these problems.

We also are moving forward on several fronts to foster cohesion throughout our Army. The history of war shows that cohesive units are tougher and survive better in combat. Leadership and management actions, regimental affiliation, and broadening of the company rotation system are working to strengthen unit cohesion and the bond among soldiers. Similarly our Family Action Plan will ensure that the needs and welfare of family members throughout the Army receive the attention they deserve. Readiness of the Army ultimately rests on supportive, strong families.

All of us recognize that the world is far more dangerous than in recent years. International terrorism and threats to peace jeopardize our interests on a global scale. That's why 43 percent of the Army is deployed overseas keeping the peace in Europe and in Korea. Our commitments also include an infantry battalion with the peace keeping mission in the Sinai, over 150 mobile training teams in 31 countries, and extensive joint training exercises like those in Honduras and Egypt.

Despite the fact that the Active Army is the smallest in 33 years, we are able to fulfill these commitments because we concentrate on readiness, on improving our Reserve Components, and on quality of people as well as equipment. We also try to wring the most out of every defense dollar by reducing inefficiencies, tightening procurement practices, and capitalizing on technology.

One of the constraints in fulfilling our commitments is the continuing problem of strategic deployability. While the Navy and Air Force have programs to solve the problem, a shortfall remains. Two years ago we began an initiative to use technology to make an Army division which would be lighter than our armored and mechanized divisions, yet similar in anti-armor lethality.

This effort at Fort Lewis will continue as our test bed for doctrine and new technology. However, we still need a division which is significantly lighter than any division we now have. Accordingly, our division at Fort Ord will be reorganized into an elite infantry division of about 10,000 soldiers. It will be deployable in about one-third the strategic lift sorties required for other divisions yet will have greater foxhole strength than our current, much larger infantry division. The Light Division tooth-to-tail ratio is about 3 to 1 whereas it is only 2 to 1 in other divisions.

In addition to this converted division, we plan to activate a new division in early Fiscal 85 also on the pattern of the one at Fort Ord. Although it will take several years, we will be able to create this additional combat capability within available resources. We are reducing support structure throughout the Army by capitalizing on technology and efficiencies. We plan to hold Active Army end strength at 780,800.

In view of the Active Army's size, improving the readiness of National Guard and Reserve units must be a top priority. For example, in Fiscal 84 we are issuing over \$900 million of new equipment to the Guard and Reserve. In Fiscal 85 we will issue \$1.4 billion. Other examples are planned increases in full-time manning,

in Reserve Component strength, and in exercise activity.

I've described an Army on the road to excellence, one which is improving in quality and becoming more deployable, as well as more capable in terms of combat readiness and strength. We must also be a powerful Army. We achieve that power, not by matching the Soviets' 191 divisions or 50,000 tanks, but by capitalizing on American economic, political, technological and cultural strengths.

Our soldiers understand this fact of life from tough training and first-hand experience. In the Sinai they see that, because they are professionals, they can help bring peace to an area where wars have raged for centuries. Our advisors and mobile training teams all over the world see the nation building effects of American military presence. Our soldiers in Germany and Korea are warmly regarded by peoples who have known peace for decades.

To be sure, part of our power comes from our many allies and friends. But we also man freedom's frontiers and have demonstrated the capacity and the will to reinforce our deployed forces and our allies with significant land forces. These are supported in turn by a strong nuclear deterrent. We need all of these elements and the support of the American people to keep our great Army powerful. We also must continue to provide the resources which keep our small Army credible in the eyes of our enemies, our allies, and our citizens who proudly choose to wear the uniform. Thank you for your support.

Address to a PRESIDENTIAL CLASSROOM FOR YOUNG AMERICANS

Shoreham Hotel, Washington, DC
6 February 1984

I applaud you for your participation in this program. Your time here in Washington will give you the unique opportunity of seeing the Federal process at work, something not available in text books or classrooms. Hopefully, I can add some perspective to your subject, "National Defense Strategies for 1984."

As you might imagine, mine is more than a passing interest in the subject. To understand our strategy, we must first understand the threat our forces face.

Detering the threat facing NATO remains the cornerstone of our commitment. At the same time we must be prepared to face extraordinarily diverse and violent challenges to our interests beyond Europe that have emerged, and will continue to emerge, in this decade.

Consider some events from the past four years. U.S. diplomatic personnel were seized in Iran. The U.S. Embassy in Pakistan was destroyed and two Americans killed. U.S. civilian and military personnel have been attacked and killed in Turkey, Puerto Rico, France, Italy, Guatemala, and El Salvador. Marine and Army personnel were attacked by terrorists in Beirut. The Soviets shot down a Korean airliner. And, not the least by any means, the Soviets invaded and still occupy Afghanistan.

The causes which lead to these events are not new. However, the circumstances, in which they could serve as catalytic events, have changed. Some of these circumstances, all of which have come about in your lifetimes, are:

- Overdependence by the industrial states on sources of cheap oil and other resource dependencies.
- Proliferation of sophisticated conventional armaments.
- The use of international terrorism and violence, and
- Achievement of nuclear parity by the Soviet Union and the parallel growth of their conventional landpower and the ability to project it world wide.

The industrialized world is over-dependent on imported natural resources, a situation that increases daily.

Energy resources, the vital underpinning of the West's economy, are the most evident case. This dependency makes it essential that we maintain assured access to world supplies.

The competition for these assets is projected to increase as the Soviet Union's present self-sufficiency in petroleum suffers a downturn sometime in the near future. Considering the fact that they provide the oil and gas resources to their Warsaw Pact clients, the projected shift to imports will be more than perfunctory.

This fact, coupled to their geographical advantage in the Middle East, leads to speculation that a prime Soviet goal is to unravel Western access to Middle East oil. But access to oil is not our only concern. Access to diminishing raw materials and a variety of mineral resources is another.

We also face the threat posed by proliferating sophisticated weapons, mostly in the Third World, as well as how to counter the unprecedented rise in terrorism. The bomb which was used against our Marines in Beirut is an example of how simple but extremely explosive technology is readily available.

Sober evaluation of these kinds of contingencies forms the groundwork upon which we continually evaluate and update our military capability. For even in the face of world condemnation, the Soviets and their surrogates have shown a willingness to exercise their landpower option.

The term landpower reminds many people of the armies of Genghis Khan, Napoleon, and Hitler. These powerful forces had the ability to dominate the people and even the policies of other lands. And all served expansionist governments.

The Soviet Army of today is such a force. Since World War II it has achieved a remarkable series of successes for its political leadership. With the exception of Afghanistan, it has done so without having to fight. Its coercive power alone is sufficient to further Soviet political aims.

This coercive power has increased significantly over the past 20 years. Modernization and expansion have

made the Soviet Army the most menacing war machine in this century. Soviet nuclear, air, and sea forces have also been modernized. In sum the Soviet Union today is truly a global power whose values come from weapons of war, not from any feelings of humanity.

Our response to this massive threat, as well as to lesser contingencies, is not to attempt to match the Soviets 191 divisions or 50,000 tanks.

In today's violent world, force must be used with great discrimination. We must be certain of our nation's interests and the threats to those interests. We recognize that any use of force has the potential for escalation to global conflict. This is what no sane nation wants.

History clearly shows, however, that nations must be prepared to protect their interests with force if need be. Failure to do so results in the loss of a people's heritage, their well-being, and their national values. The pages of history are littered with examples of what might have been.

Our challenge, then, is to develop and maintain the capability to meet successfully threats to our vital national interests, without compromising our ability to support NATO or our other Allies. To do that, to provide a proper response, we must have the right national strategy and adequate military power to support it. Our national strategy recognizes that our security, the welfare of all Americans, is not tied merely to the boundaries of our nation. In this interdependent age, our welfare is tied to and affected by other nations, our allies, friends, and some who would be less than friends.

In 1944, the Turkish Ambassador to the U. S. died in Washington. In the throes of World War II, his death did not seem important. But in March 1946, at a time when the Soviets demanded concession of two Eastern Turkish provinces plus a base in the Dardanelles, the disposition of his remains were central to a classic act of the discriminant use of armed forces as an instrument of policy.

It was announced that the Ambassador's remains would return to Turkey aboard the USS *Missouri*, the most powerful and visible surface ship in the Navy at the time. When the *Missouri* docked in Istanbul, escorted by a destroyer and a light cruiser, the significance was missed by no one.

The Soviets were reminded that we were a great power, able to project our power abroad, and evidently willing to use our power on behalf of allies and our

own vital interests. The act provided visible support for Turkey's continued independence and integrity. At the same time it deterred the Soviets from any forceful action.

Today the Naval Task Force in the Indian Ocean and our Marine forces in Lebanon underscore the importance of the Middle East-Persian Gulf area.

The forward stationing of Army troops in Central Europe, in Japan, and in Korea are even more powerful statements of our commitment. They represent American military landpower, and landpower, or the absence of it, changes history.

The Army division in Korea, for example, is the premium paid on insuring the well-being of a nation whose existence affects four major powers. Our four divisions in Europe aid in the maintenance of the longest period of peace in modern European history.

Now the time seems right to embark on a more positive American strategy that capitalizes on our strengths. We should rely more on American ideals, our heritage, on the economic vigor of the private sector, and on the resiliency of our alliances. Oriented toward the developing world, our strategy would complement current security arrangements with our Allies in Europe and the Far East.

Security assistance, which helps build local and regional self-confidence, must play a greater role in this strategy. By lessening the need for our direct military involvement, it multiplies the effectiveness of our forces. Unfortunately, the security assistance program has not kept pace with requirements. Reversing the trend is a must if we are to have a successful strategy.

Security assistance is supported by the credible presence of our forces. They contribute to keeping the peace in the Third World. Our battalion in the Sinai Peace Keeping Force, trainers in El Salvador, soldiers exercising in Egypt and Central America, and 150 Army mobile training teams in 31 countries provide much of this presence.

Our security assistance and military training programs have helped our friends in other nations create professional forces that contribute to maintaining peace, resisting insurgency, and promoting the well-being of their fellow countrymen. This year in Honduras our military exercises provided medical care for some who had never seen a doctor. We are helping local engineers build roads and teaching mechanics to repair engines.

To deal with larger threats to our interests by surrogate nations and low-level insurgency, we must have land forces which can be rapidly projected overseas to reinforce our own local forces and those of our allies. Our landpower must be ready and deployable if we are to support successfully any strategy.

The deployment of the Pershing II missile and the signing of the historic agreement with Germany to share costs of air defense in NATO are another important element of American landpower. They demonstrate joint resolve and steady progress in our most important alliance. Strong alliances are fundamental to any strategy which would contain the hegemonistic ambitions of the Soviet Union.

Such a broadened role for our military power brings with it certain requirements for the health of our forces. The question then is how to maintain modern, credible forces within the limited human and materiel resources available? The Army's answer is not to increase the size of the Active Army, but instead to concentrate on quality in our people and our equipment, and to rely more on our Reserve Components.

The simple facts are that today our Army is the smallest we have had in 33 years, yet 43 percent of us are deployed overseas. This means that the Active Army, as good as our soldiers are today, cannot go it alone. We can meet no major contingency without our Reserve Components. Today 40 percent of our Total Army Combat Support and 70 percent of our Combat Service Support are in National Guard and Reserve units.

And this Total Army cannot go it alone either. We cannot deter or fight without the Navy, Air Force, Marines, and their Reserves. Without the planes and ships to get the Army to where the action is, our tanks and artillery pieces will be gathering dust at Fort Hood, or Fort Bragg. They will not be facing the threat when and where it occurs. Even an action like Grenada required the best efforts of the services, as well as the Reserves.

Our small size does afford us some benefits. First, it allows us to recruit the best soldiers I have seen in almost 34 years of service. More on them in a moment. Second, we can continue the most extensive modernization program in Army history.

Our modernization program has produced important side effects: greater quality assurance, economies and efficiencies, and closer scrutiny of our contractors. The

bottom line, we believe, is better stewardship of the resources provided us by the taxes you and your parents pay.

While we have been getting better equipment, there is the overriding thought for many that this new hardware is too expensive. Some charge that it's just "gold-plating."

Recently a Congressional staffer pointed out that Americans spend the same amount annually for insurance as the Defense Department does in its budget. To those who charge our new equipment costs too much, I'd say that the cost depends entirely on the type of insurance you want to purchase for the nation.

And the insurance doesn't end there. Our soldiers need the security and protection afforded by first rate equipment. To those who make the claim that we're "gold-plating" our equipment, I'll say that the soldiers who use our equipment are the best judge of what's "gold-plated."

One of our new systems, the UH60 Black Hawk, was used in Grenada and withstood fierce anti-aircraft fire. One had 45 bullet holes, some in the fuel tanks and the main and tail rotors. The tires were all shot out. The left-side control instrumentation was destroyed. Five people, including the pilot, were wounded. Yet it kept flying. Good technology, not "gold-plating," saves lives and brings credibility.

Credibility is perhaps the best reason for modernizing the Army. We lose credibility with our Allies and enemies who have ready access to adequate, and in some cases superior, technology. More importantly, we lose credibility with our soldiers whose lives depend on the quality of the results of modernizing. We cannot afford not to give them the best.

I would like to conclude with some thoughts on the most important element of our landpower, the superb young men and women who volunteer to serve this nation in uniform.

One of my predecessors as Chief of Staff used to say that people are not in the Army, they are the Army. We don't man our equipment, we equip our soldiers. As such they are a national resource, available for employment when and where needed to protect our nation and its essential interests. The columnist George Will wrote recently that Grenada was a timely reminder that our national security ultimately depends on the man with the rifle.

I mentioned earlier that our soldiers today are the best I've seen in over 33 years of service. Ninety percent of those who enlisted in the Army in 1983 are high school graduates. Sixty percent of the lead Ranger battalion which jumped into Grenada from 450 feet without reserve parachutes were 1982 and 1983 enlistees, at most two or three years older than yourselves. Only three percent of that entire battalion were combat veterans, yet all performed superbly.

These young soldiers reminded us of what the Brit-

ish learned in the Falklands. Well qualified soldiers, physically and mentally toughened by their training and led by competent and caring leaders, make the greatest difference. With them any strategy is possible. Without them no strategy can be secure. . . .

But we must be more than just proud of our soldiers. As a nation we must be committed to maintaining our military strength and to taking responsible actions when our interests are threatened. . . .

Before the Senate and House Appropriations Committees he added the following paragraphs to the testimony given at the U.S. House of Representatives Armed Services Committee and the U.S. Senate Armed Services Committee. The excerpted remarks before the Senate Appropriations Committee follow.

Opening Statement before the COMMITTEE ON APPROPRIATIONS UNITED STATES SENATE

Washington, DC
9 February 1984

Budget Overview, Fiscal Year 1985

About 34 percent or \$26.4 billion of our Fiscal 1985 budget is for military personnel, an increase of \$7.7 billion over Fiscal 1984. Almost all of that increase, \$6.7 billion, is the result of adding in retired pay accrual for the first time. In other words, all but \$1 billion of significant increases in military personnel costs are the result of a change in bookkeeping procedures. That change also skews our overall budget increase, which is \$15.4 billion with retired pay accrual, \$9 billion without it.

The Army's modernization program also is improving readiness because our equipment is more effective across the board. For example, in Germany we have over 5 battalions of M1 tanks, which now have been on two annual REFORGER exercises. For both years the operationally ready rate was over 95 percent.

Overall readiness has been improved through modernization and increased commitment of resources to sustaining capabilities.

About 33 percent or \$26.1 billion of our Fiscal 1985 budget is for research and development and procurement. This level of spending is necessary to keep pace with the threat, with technological development, and with the needs of our Army. Our equipping efforts for the Active Army and Reserve Components must continue to reduce the deficiencies of past years. Clearly, our soldiers need good equipment to be able to fight outnumbered and win.

The last third of our Fiscal 1985 budget is for military construction and for operation and maintenance funds. These funds maintain both our people and our equipment. They pay for, among other things, supplies, training, and troop and family housing. The O&M funds are essential to maintaining readiness in our forces. It also gives local commanders flexibility to make sound judgments, for example, on how best to fix a tank or improve the quality of life of our soldiers and families.

In his speech at the Signal Corps Birthday Ball, General Wickham tailored his remarks about the Army of the '80s to the role and contributions of the Signal Corps. His excerpted remarks follow.

Address at the SIGNAL CORPS BIRTHDAY BALL

Bolling Air Force Base, Washington, DC
3 March 1984

Ann and I are delighted to be here this evening to help you celebrate the 121st Birthday of the Signal Corps, and we want to thank you for the most generous welcome you have given us both. . . . Tonight I'm going to talk briefly but seriously about the future of the Army and the future of the Signal Corps. . . .

It is no secret that our Army is on the threshold of a leap forward in technology, especially communicative and computer technology. Our reliance on computers, automation, and some of the new wireless technology is only beginning. In the next ten years we are going to undergo a revolution in how we communicate and manage information.

Much of the credit for that revolution goes to people in this room tonight. You have not only seen the technological opportunity to capitalize on an American strength, but you have made the Army follow your lead. We are entering upon an era which could easily be called the golden age of Signaleers.

Why this has come about is worth a brief review. The history of the Signal Corps in comparison to other branches is relatively short and essentially technological. It began in our Civil War, which some historians believe is the first major war in which one side persevered chiefly because it was able to bring its superior industrial, infrastructural, and technological capacity to bear on the outcome of battles. The Union Army was the first, but the northern railroads and industries provided the muscle which provisioned and transported that Army. It was in many ways the first technological war and a fitting setting for the birth of our Signal Corps.

Today our Army still relies heavily on technology to command, control, provision, and manage the resources of a force which is 43 percent forward deployed. None of that would be possible without the unparalleled communications provided by the finest Signal Corps in the history of this or any other Army. And the best part is that we are going to get better because of your vision of exploiting the American communicative revolution.

This massive infusion of new technology has been made possible by a fundamental decision some years ago by the Army leadership to make our Army stronger rather than bigger. We have maintained the same Active Army end strength of about 780,000 soldiers for the past ten years and expect it to remain that way for at least five more. . . .

It is particularly important for this audience to understand that your purpose in life is to make all of us better fighters and managers. Computers, automation, and communications are not unalloyed benefactors by themselves. They must be catalysts. They must make the whole greater than the sum of the parts. In the final analysis that whole must be measured in terms of fighting power, not in numbers of messages transmitted and received or in amounts of data compiled and analyzed.

One small example of what I am getting at is the fact that today in USAREUR we have more Signaleers than we do Infantrymen. We are going to change that by reducing the number of Signaleers in Europe, not because we value communications any less, but because our first order of business is fighting power.

Let me say again that the purpose of this new emphasis on fighting power is not to get rid of communications capability. Our new AirLand Battle doctrine demands that we be highly mobile, and mobility depends very much on good communications. How well we manage modernization, as well as logistics and other critical aspects of our Army, also depends on our ability to manage information, to use computer and communicative technology to make information work for us, not against us.

Technology is an advantage we must exploit. Nevertheless, we must also be able to recognize when we have reached the point of diminishing returns on the amount of people and equipment we can devote to communications and still be able to fight outnumbered and win.

My conclusion therefore is that it is not enough for

you to be the best Signal Corps in the world today. It is not even enough that, with our modernization program, you are going to help us manage information bet-

ter than we ever have before. What I am telling you tonight is that now you are also going to have to help us find a way to do it all with fewer people.

Address at the ATLANTA KIWANIS CLUB LUNCHEON

Atlanta, GA
20 March 1984

Good afternoon. It is a genuine pleasure for me to talk to the Atlanta Kiwanis Club. I understand this is the largest Kiwanis Club in the world, which is reason enough for me to be here. However, Kiwanis clubs also foster the values of service, citizenship, and standards for business and the professions. Because these values are important to our young soldiers, I'm going to tell you about where our Army is today in terms of those values.

At the many functions my wife, Ann, and I attend around the country, we sometimes hear the Army Chorus or some other group sing, "Be all that you can be," which is becoming sort of the unofficial Army song.

It is a catchy tune, but the words, which are our recruiting slogan, get at the heart of what our youth want from the Army, a chance to be all they can be. It appeals to a yearning of Americans of all ages for opportunity, for upward growth, for fulfillment. Be all you can be is also a standard for service and underscores the commitment of the Army to the soldier.

However, our soldiers also want to be all they can be as part of something larger than themselves. When they serve in our battalion in the Sinai Peace Keeping Force, they see they are helping to bring peace to a region where wars have raged for centuries.

In Europe our soldiers are vital to sustaining the longest period of peace and prosperity in modern European history. Our cavalry units on the East German border say they are on "Freedom's Frontier." In South Korea our soldiers contribute to a similar miracle, only there they have only a truce. On the other side of the Demilitarized Zone they face a nation which spends 24 percent of its GNP annually on their military.

In fact, 43 percent of our Army today is forward deployed. We have as many as 150 mobile training teams in up to 30 countries around the world. Even our units stationed in the continental United States regularly participate in joint and combined exercises overseas with our sister services and allies.

The soldiers and airmen, Active, Guard, and Reserve, whom they see on REFORGER, are the surest evidence of American commitment. And our soldiers experience that reciprocal commitment first hand. They understand the value of their service.

Our soldiers also know the value of readiness, which is really another word for standards. We have deliberately kept the end strength of the Army down in order to build an Army of excellence. In fact, your motto of "We Build" could well describe our Army over the past 10 years. That effort has already paid dividends.

However, some recent media articles have used our internal management reports on unit status to try to build the case that our units today are less ready than they were several years ago.

These status reports tell us the condition of units with respect to four basic categories: people, training, condition of their equipment, and the type and amount of equipment they have. The first three categories have shown steady improvement Army-wide for the past several years. Only the fourth category, the equipment on hand, has not improved.

This is not because we have worse or less equipment than before but because we have changed our tables of organization and equipment to reflect requirements for newer equipment. Our reporting system pinpoints those units which still require issue of the new equipment. In effect, we have changed the standards by which we measure the status of a unit.

In addition, this reporting system does not measure some other very important readiness indicators, indicators which point to an Army of excellence. For example, over the past few years there have been substantial improvements in the quality of our soldiers. We're now recruiting 90 percent high school diploma graduates. The disciplinary record of our soldiers is the best in our Army's history, but we don't put that in the unit status reports.

The modern equipment we are receiving also improves readiness because it is more capable and easier to maintain. As an example, the M1 tank outperforms all other tanks, and it has maintained an operationally ready rate of 98 percent on the past two REFORGER exercises.

Our war reserves have increased substantially, and we have reduced the backlog of maintenance for real property as well as equipment.

Our Reserve Components have increased in strength and readiness through tougher training, more full-time cadre, and new equipment totaling over \$1 billion a year.

Today we have the finest mechanized battalion training facility in the world at our National Training Center at Fort Irwin, California. Highly trained Opposing Force units give our battalions a dynamic and realistic workout in tactics, logistics, gunnery, and leadership. It contributes to the professional growth of our leaders and soldiers, as well as to the combat readiness of our Army.

In sum, our Army is the most ready, with the best soldiers I have seen in over 34 years of service. We have met a high standard of readiness, but we must reach an even higher one if we are going to continue to meet the vast responsibilities history has placed upon this great nation.

Other nations, all of them potential enemies, have devoted even more resources to improving their military. Over the last 15 years the Soviet Union has steadily invested some 12 percent of its GNP to that end.

The Soviet Army now has qualitative advantages over the American Army in most of their fielded major weapon systems. For example, our infantry units started getting the new Bradley Fighting Vehicle two years ago, but the Soviets have had a comparable fighting vehicle, the BMP, for thirteen years.

During Congressional testimony earlier this month I used a slide which depicts the average real growth in the Army budget over those same 15 years. Despite recent increases, the average growth for those years has been minus 0.3 percent. That's pretty modest when you consider that, with 43 percent of our Army forward deployed, there is no sign that our commitments are getting any less.

Quite the contrary. Today we have security arrangements with some 60 nations and there are about 30 con-

licts of various kinds going on around the world. Grenada was a reminder of how quickly a situation can change and require the use of military force.

The bottom line is that we must maintain the highest possible standards of readiness. And, because we are the smallest American Army in 34 years, we must insure that our soldiers have equipment which gives them the confidence that they can fight outnumbered and win. We cannot slacken the pace of our modernization program.

Over 45 years ago General George C. Marshall told another gathering like this one to "Remember that almost every weapon of war requires a year to a year-and-a-half to manufacture. So, no matter how many billions of dollars Congress places at our disposal on the day war is declared, they will not buy ten cents worth of war materiel for delivery under twelve months, and a great deal of it will require a year and a half to manufacture. In other words, whatever your son and my son is to use to defend himself and to defend us and the country, has to be manufactured in time of peace."

Those words are even truer today. Every mobilization exercise we have conducted in recent years concludes that we won't have the luxury of time. Since war may come without much warning and it still takes one to two years to build major weapons, we must be prepared in peacetime.

Our Army of June 1950 was not ready. Each of our Far East divisions was short 7,000 soldiers. Fifty percent of their trucks and tanks were unserviceable, as were 80 percent of their war reserve materiel. They did not fare well when the North Koreans attacked across the 38th parallel. Today our division on the 38th parallel has their equipment, which they maintain at a 90 percent operationally ready rate, and their people. They are ready.

Although they are ready, it is important that they also be seen as the cutting edge of a powerful Army, one which can be confidently called upon to help meet the many commitments which America has around the world. The American Army today is such a force. We do not need to match the Soviets division for division or tank for tank in order to deter or, if necessary, fight and win. As Marshal de Saxe once said, "It is not the big armies that win battles, it is the good ones."

In measuring the strength of our Army it is important to remember that we are rich in allies. Our exten-

sive joint and combined exercise program solidifies our alliances as well as our procedures for reinforcing them.

Just recently I did a TV tape on what the upcoming 40th anniversary of the D-Day landings mean to today's Army. Four facts stand out. The first is that today we practice in peacetime what we practiced then only after the war had started. The second is that we do not expect to have to repeat D-Day because our deterrent posture and our alliances are strong. The third is that we still depend on powerful sister services, the finest Navy, Air Force, and Marine Corps in the world.

The fourth is that the real strength of our Army still rests with its soldiers. A former chief of staff used to say that people are not in the Army, they are the Army. That is why we are also moving forward on several fronts to foster cohesion throughout our Army. The history of war shows that cohesive units are tougher and survive better in combat. Leadership and management

actions, regimental affiliation, and the broadening of the company rotation system are working to strengthen unit cohesion, the bond among soldiers.

Our soldiers must also feel a bond with their country. It is a simple fact that American soldiers need the moral as well as the fiscal support of the American people. They are citizens, not mercenaries.

Four times in this century we have asked them to fight protracted wars to defend, not American land, but American interests. Rarely have they had the opportunity, as did our Rangers and paratroopers in Grenada, to receive the grateful thanks of American citizens—in this case, contemporaries—for saving their lives, liberties, and pursuit of happiness. . . .

We are strong people, richly blessed, capable of sacrifice and noble deeds, and of rising above adversity.

General Wickham addressed the Marshall ROTC Awards Winners at Virginia Military Institute and the 1st and 2nd Classes of the Corps of Cadets at West Point within the same week. He gave the future officers examples of the careers of two officers who were about to retire from military service, one on whom "stars fell" and one upon whom stars did not fall. The address to Virginia Military Institute follows.

Address at the MARSHALL RESERVE OFFICERS TRAINING CORPS AWARDS DINNER

Virginia Military Institute, Lexington, VA
12 April 1984

Good evening. It is a rare privilege to talk to so many bright-eyed future leaders at one time. You all are anxious to run the Army at the grass roots level. Well, I'd like to talk to you about how I believe you can run things to benefit the Army. In short, I'm going to talk about selfless service.

This is the time of year when the Army renews itself. Cadets, both here and in ROTC around the country, graduate and enter the Army and senior officers retire. Tonight I want to focus on service careers by talking a little bit about two officers. They are ending their active military careers, just as you are beginning yours. You might be interested in the type of officers two of you are replacing.

The first attended college on a football scholarship, which means, of course, he didn't go to West Point. He entered the Army in 1951, and spent a little over a year at Fort Benning before going to Korea.

The day he arrived he was ready to be a platoon leader. Here is what his Company Commander wrote about his first two weeks as a platoon leader in Korea: "This Officer is mentally clever, creative, and quick thinking."

That's a pretty fast start. Three months later his Company Commander wrote: "This vigorous and aggressive leader has led men in numerous successful combat missions. His personal courage is an inspiration to his subordinates and superiors."

Not all of us are capable of that kind of inspirational leadership, but we do need to remember that there is a contagion in courage. It begins with leaders who can master their fears. Everyone's knees quake in the presence of death, but officers in particular must display the triumph of the mind over the flesh. General Patton put it this way: "No sane man is unafraid in battle, but discipline produces in him a form of vicarious courage."

That Company Commander wrote something else which may not strike you as very relevant: "This officer is superior in all forms of supply economy to include conservation of equipment and maintenance of weapons." That remark was probably required on all efficiency reports in those days, but it does underscore the fact that in combat a leader must do more than set the example in courage and be professionally competent and even creative. He must also ensure that his soldiers take care of the equipment that will take care of them. This too takes discipline.

However, the most powerful excerpt from this officer's Korean War file is this one, his last before the truce was signed: "As a combat leader this officer is second to none. . . He is the type of officer who develops junior leaders." Two years out of college, barely six months in combat, and he was already able to develop junior leaders!

That single accolade was the surest sign of his future value to the Army. Fourteen years later in Vietnam his Brigade Commander saw the same attribute. He wrote: "On one occasion this Battalion Commander took a young officer who had been relieved in another unit as being inept. By training and inspiration he produced a Company Commander whose two Silver Stars for gallantry in action and whose leadership are now an example throughout the unit."

It is more than a coincidence that these few excerpts from the early career of the Forces Command Commander, General Cavazos, exemplify the same four pillars of our profession I emphasize with all Commanders. These pillars are training, maintaining, leading, and caring.

By training and maintaining I do not mean just field exercises and periodic maintenance services. I mean a state of mind which believes that our most important mission is to be ready to fight right now.

It means that, just as Lieutenant Cavazos and thousands like him did in Korea, Vietnam and Grenada, we must constantly seek to improve the condition of our equipment and the skills of our soldiers, even in the middle of a war.

Leaders can never stop inspecting and teaching. It is our way of life, and it will save the lives of our soldiers. You must look to the care of your soldiers and their equipment before yourself.

You must also train and maintain yourselves. ROTC instruction intentionally does not teach you the specific

skills of an officer. Instead you are taught the much more valuable skill of how to learn and apply what you have learned. *Your responsibility to learn begins with your graduation day and entry on Active duty.* In 1947, Dr. Douglas Freeman, author of *Lee's Lieutenants*, said that the difference between a career and a job is the difference between 60 and 40 hours a week.

The obligation to keep current in your profession is a career-long endeavor. Our world is too dangerous and complex, technology is too demanding, and the Army and its missions too challenging for officers to ossify. Knowledge of our profession and its application are two thirds of successful leadership. Some might say that this is really problem-solving, but whatever we call it, it is essential to training and maintaining.

When General Marshall spoke to the first graduates of Fort Benning's Officer Candidate School, he charged them with the care of small units whose quality, discipline, and development would depend on them. In an effort to make them see the awesome demands of leadership, he recalled that the failures of the units, great or small, would be charged to their incapacity. After underlining their responsibilities he cautioned his listeners:

Remember this: the truly great leader overcomes all difficulties, and campaigns and battles are nothing but a long series of difficulties to be overcome. The lack of equipment, the lack of food, the lack of this or that are only excuses. The real leader displays his qualities in his triumph over adversity, however great it may be.

What General Marshall called overcoming difficulties, I call problem-solving. When you consider that sometimes the only solution to a problem is to lead bravely, then our kind of problem-solving is a rare skill indeed.

Leading and caring are what make our service worthwhile, but they must be exercised in order to have value. In the aftermath of the operation in Grenada, one battery commander of the 82d Airborne Division clearly exercised those qualities.

In a letter to the editor of his hometown newspaper, he told of a member of his Battery who lost both legs. In part he wrote:

to remember Specialist Harry Shaw during our holiday season and to send him a note, letter, or card letting him know how much you appreciate this veteran's sacrifice.

Harry gave everything for us. Please let this true

hero and American patriot know that there are Americans who greatly appreciate his sacrifice and are praying for his hasty recovery.

The quality of caring is the first quality to which soldiers, particularly American soldiers, respond. We are part of an individualistic society, but our soldiers expect leaders to show that they care about more than the mission. They must also care about the welfare of those upon whom the mission depends.

Caring is a little bit like the parable of the talents, except that in this case your soldiers are the master. They are the ones who will judge whether you spend your talents to make them ready and help them to grow. And they are the best judges of whether you spend your talents mostly on yourself.

Let me read some excerpts about the other officer who is retiring this summer. I think you will agree that his talents and energy and commitment have been well spent.

As a Lieutenant: "Morally above reproach. Possesses a lot of common sense, and uses sound judgement. Has an inquisitive mind and is always one step ahead. Keenly interested in his profession and always ready to carry more than his load. The brightest of futures. I would fight to get him into my command."

As a Field Grade Officer: "Demonstrates the highest professional ethical values in every category. Not simply a doer, but also a builder who considers the long haul and the future. Exudes strength of character and moral conduct—to an inspirational level."

And finally as a Brigade Commander: "This officer is a teacher, trainer, maintainer, and resource manager who does everything easily, gets the most out of everything available. He takes care of the soldiers and they reward him with excellence. He leads from the front, is a superb teacher and coach. He would be an effective Division Commander today."

There is little question that this officer would be an effective Division Commander today. If we were required to expand our Army rapidly, as we did in the early forties, he would probably command a division. However, he will retire this summer as a Colonel.

What I am saying is that the majority of service careers encompass superb officers on whom stars do not fall. This reality includes most of you. What is important is how you look back on your service. Your view will de-

pend more on what you gave than on what you received.

The following story, or parable, makes the point most clearly.

There are two seas in Palestine. One is fresh. Fish are in it, and splashes of green adorn its banks. Trees spread their branches over it, drawing sustenance from its waters, and children play along its shores. The River Jordan gives this sea life with sparkling water from the hills. Men build their homes near it, and birds their nests. Every kind of life is happier because it is there.

The River Jordan flows south into another sea. Here there is no splash of fish, no fluttering leaf, no song of birds, no children's laughter. Travelers choose another route, unless on urgent business. The air hangs heavy over the water, and neither man nor beast nor fowl will drink.

What makes this difference? Not the River Jordan. It empties the same good water into both. Not the soil in which they lie; it is the same as in the country around both. This is the difference!

The Sea of Galilee receives but does not keep the water from the Jordan. For every drop that flows into it another flows out. The other sea is shrewder, hoarding its income jealously. It will not be tempted into any generous impulse. Every drop it gets, it keeps. The Sea of Galilee gives and lives. The other sea gives nothing. It is named the Dead Sea.

I have deliberately cited two officers whose leadership and service, like that of thousands of others who have nourished and led our Army, exemplify what General Marshall meant when he said "ROTC is, I think, the most valuable personnel asset in our national defense scheme."

You must expect that the values you have absorbed at your respective schools will be tested wherever you go. If your integrity, loyalty, or sense of duty were not tested, they would not be values worth having. And when you pass the test, when you show you are more than a summer soldier or a sunshine patriot, do not expect to receive the praise you may deserve.

General Marshall put it best when he said:

You will often be misunderstood. You will frequently find the democratic processes of this country difficult to assimilate in a military pattern.

But never forget that this is a democracy and you are the servant of the people, and whatever complications may arise, you have a duty to your country which involves not only the final sacrifice if necessary, but a generous understanding of the role of an officer in the Army of a great democracy

It's in the understanding and practice of your role as an officer that you'll gain appreciation for your efforts. The thanks you receive will come in the effect your example has on your soldiers and fellow officers

General Patton, in writing to his son his views on leadership said officers are on parade 24 hours a day. By this he meant that officers should "emphasize in their conduct, dress, and deportment the qualities they seek to produce in their men..." You must set examples of personal and professional excellence both on and off duty.

As you ready yourselves to take your place in the active ranks, to renew the flow of leadership into our Army, I hope you will dedicate yourselves to leaving the Army a better place when you retire. Some words

of Justice Oliver Wendell Holmes may help you achieve this result.

Justice Holmes believed that the Civil War experiences of his generation and him tempered and molded their characters, and conditioned them to be receptive to change, unfazed by the problems and uncertainties it creates. He summarized his feelings with the words "In our youth, our hearts were touched with fire."

During four years of ROTC at your respective institutions, your hearts, minds and characters have been touched and tempered by the flames of "Duty-Honor-Country." Your countrymen hope and believe, and have a right to expect, that the fire in those words will not be banked or extinguished by the difficulties you must face and overcome as guardians of our freedoms and our liberty.

During your careers I hope you will set standards of personal and professional excellence. Standards that inspire and leave a mark so that the Army and this great nation will be enriched by your service.

Address at the COUNCIL FOR NORTHEAST ASIA OF THE CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES

Washington, DC
23 April 1984

I am delighted to be here tonight because I am one who believes that Ambassador Mansfield was essentially correct in stating that the Northwest Pacific area is more important to the United States than Western Europe. Certainly the trends are in that direction. Nowhere else in the world do we find such a confluence of vital national interests of the major powers. The United States, the Soviet Union, the People's Republic of China, Japan, and the Republic of Korea, an emerging power, are deeply involved in Northeast Asia.

It is therefore surprising to note that the United States has but one Army division forward deployed in Korea, and none in Japan. To understand why this is so requires a brief review of how the United States Army is structured and deployed.

The facts are simple. We have the smallest Active Army in almost 34 years, and we are about 43 percent

forward deployed. Seventy percent of our support units and forty percent of our combat units are in our Reserve Components.

It is not just our division on the Demilitarized Zone in Korea, our four and two-thirds divisions in West Germany, and our battalion in the Sinai Peace Keeping Force that are fully committed. Our ten active divisions stationed in the continental United States are allocated to contingencies in the Far East, the Middle East, Europe, or any other fast-breaking situation, as occurred in Grenada.

These commitments and deployments are the result of a wide variety of treaties and agreements, each of which carries its own rationale and each of which is undergirded by the reality that American power and influence are both life-sustaining and necessary.

The economic miracles of Japan and Korea are the

result of the industry and ability of their peoples, but both know that American influence and power, particularly military power, have helped make that growth possible. Our forces in NATO have contributed to the longest period of peace and prosperity in modern European history. In the Sinai our soldiers know they are helping to bring stability to an area where conflicts have raged for centuries. Even though our purpose in Grenada was to preserve the lives and liberties of Americans, the people of Grenada have welcomed our presence.

In every instance our purpose has been to help sovereign nations preserve their sovereignty. We have in large part succeeded because we have strong alliances supported, in some cases by our forward deployments, and in others by a wide variety of joint and combined exercises. We have succeeded also because we have learned how to make a small Army a powerful one.

The source of our power is simple. Several years ago we chose to keep the Active Army small in order to improve its quality. Today we are recruiting the highest quality soldiers in our history. Almost 90 percent are high school diploma graduates and only 12 percent in the lowest test category. Sixty percent of the lead Ranger battalion into Grenada were recruited in the last two years, and they performed superbly in our first combat action since Vietnam.

Staying small has also allowed us to begin the most pervasive modernization in the history of the United States Army. We had to modernize because we have been losing our qualitative edge in major weapon systems fielded, to say nothing of the three and four to one quantitative edge the Soviet Army has always had.

Credibility is important in terms of how we and our allies perceive the threat of the Soviet Union, particularly in Northeast Asia. We must all recognize that the Soviet military capability and assertiveness there are growing, and that leads to a capacity for unpredictability. The shootdown of the Korean airliner last year is an excellent example of this. The North Koreans have kept pace in both capability and assertiveness. The assassinations in Rangoon are only the most recent reminder of how they perceive their southern neighbors.

My recent trip to Northeast Asia indicates that the Soviet military threat has in fact become more credible, particularly in the eyes of the Japanese Self-Defense Forces. The island of Hokkaido has acquired greater significance as the Soviets have increased their activities

in the Kurile Islands. The result is that, although the Japanese are fully capable of defending themselves, they also believe that prepositioned ammunition and supplies from the United States would have very useful deterrent value.

The Japanese are still very sensitive to how they improve their military capability, particularly in air and naval forces. Such improvements involve not only their national budget and finances, but also their constitution and the perceptions of other nations in that area. They are making real progress in their ground forces, but they believe they must tread carefully elsewhere.

The view from South Korea is a little different. They have never doubted the serious nature of the threat to their north. The Rangoon assassinations and the Korean airliner shootdown have, however, lessened press criticism of the South Korean government. This will buy time for a government which is very forward looking.

The Republic of Korea knows it is growing and seeks a larger role, not only in Northeast Asia, but also in the world at large. The 1988 Olympics and the 1986 Asian Games will both be hosted in Seoul, and the Republic of Korea is also establishing commercial ties with the Peoples Republic of China.

In addition, they are somewhat concerned about the potential rearming of Japan. This concern is one of the crucial reasons for continued American involvement in Northeast Asia. We will, of course, continue to develop economic ties throughout the area, as Ambassador Mansfield has suggested.

However, we must also strengthen our military posture, not in any dramatic fashion, but by improving our ability to reinforce the forces there, with materiel as well as forces on the ground, as well as by further developing our relationship with the Japanese Self-Defense Forces and the Army of the Republic of Korea. We have won the trust of both and can make significant contributions in helping them to cooperate in areas where they have common cause. Air and sea rescue and salvage operations are one way, but so too are our annual TEAM SPIRIT joint and combined exercises, the largest in the Free World.

If I had to characterize Northeast Asia today in a single word, that word would be growth, but growth of two kinds. The first kind of growth is in Soviet military capability and confidence. They are more active than they have ever been because they are stronger than ever before. And their surrogates in North Korea, whom we

have also seen as far from their own land as the small Caribbean island of Grenada, have also grown in strength and confidence

And yet this growth is matched by an increasing maturity and capacity by both the Japanese and the South Koreans. Most important, of course, is their economic growth, despite the challenges that growth presents to our own economy. I think it has consistently been our national policy that that kind of growth is far preferable to the kind of growth we see in the Soviet Union and North Korea, where they grow war machines almost as well as we grow wheat. What we see in our allies is far healthier over the long term than what we see in our adversaries.

Nevertheless, it is important to prevent those war

machines from becoming a near term liability. We must recognize the threat for what it is and take appropriate measures. That is why the third kind of growth I have seen since I left that area of the world two years ago is most heartening. The activities of the Soviet Union and North Korea have resulted, not in hasty over reaction by our allies, but in renewed purpose and vigor in providing for their own defense. Their attitude toward defense has matured.

Our presence there has helped immensely and will continue to be crucial, but it is a commitment we should be glad to meet. Northeast Asia is a vital and productive success story, an example of the wise use of American influence and power. We can ask no more of a policy which commits our young soldiers to the defense of our allies and our own national interests.

Department of the Army
Headquarters, U S Army
Washington, D C

22 May 1984
Department of the Air Force
Headquarters, U S Air Force
Washington, D C

MEMORANDUM OF AGREEMENT

U S ARMY-U S AIR FORCE JOINT FORCE DEVELOPMENT PROCESS

1. The Army and the Air Force affirm that to fulfill their roles in meeting the national security objectives of deterrence and defense, they must organize, train, and equip a compatible, complementary, and affordable Total Force that will maximize our joint combat capability to execute airland combat operations. To that end, broad, across-the-board, war fighting issues have been addressed. We believe the resulting agreements listed in the attachment will significantly enhance the country's military posture and have a major positive impact on the way future combat operations are conducted.

2. The Army and the Air Force view this MOA as the initial step in the establishment of a long-term, dynamic process whose objective will continue to be the fielding of the most affordable and effective airland combat forces. Consequently, the joint agreements embodied in the attached initiatives will be updated and reviewed by the services annually to confirm their continued advisability, feasibility, and adequacy. We will expand this MOA (and attachments) to include future joint initiatives, as appropriate.

3. As an integral part of the joint effort to ensure the development of the optimum airland combat capability, the services will annually exchange a formal priority list of those sister service programs essential to the support of their conduct of successful airland combat operations, the purpose of which is to ensure the development of complementary systems without duplication. The services will resolve joint or complementary system differences prior to program development. The services will ensure that those programs supporting joint airland combat operations will receive high priority in their respective development and acquisition processes. This MOA confirms our mutual dedication to ensuring that the provision of the best combat capability to the Unified and Specified Commanders remains the top priority of the Army and the Air Force.

JOHN A. WICKHAM JR.
General, United States Army
Chief of Staff

CHARLES A. GABRIEL
General, United States Air Force
Chief of Staff

Address at the BOTTOM LINE III CONFERENCE

Eisenhower Hall, Ft. McNair
Washington, DC
13 June 1984

Many of us arrive in Washington as strangers; strangers to bureaucracies, strangers to corporations, and as Senator Goldwater said, "Lately, we have become strangers to quality." I think there is enough "egg on the face" to go around for everyone, industry as well as the Services for the way we have developed quality assurance and acceptance procedures. There is plenty of room for improvement. We all are responsible to ensure that the nation's defense resources are used wisely and efficiently.

I would like to follow up on a point that General Jack Vessey made that we have small armed services now and that we are concentrating on quality people and quality equipment. We must proceed in this fashion. We cannot match the Soviet Union item for item. We have no intention of doing that. We have the smallest Army in 34 years, and it is not going to get any bigger. There is a risk associated with this approach. Almost 43 percent of our Army is deployed overseas. We are asking much of these young people. Because we are a small Army, we have to concentrate on the quality of people we recruit, and we have to give them the very best implements of their trade: the very best that technology, engineering, and product control can generate in this country. Otherwise we are not giving our soldiers what they need to perform effectively on the battlefield.

We are getting good people in the Army. Right now almost 90 percent of our new recruits have high school diplomas—unprecedented in our nation's history. The mental category IV, the lowest we accept, is running less than 10 percent; so we have bright young people who are thirsting for good equipment to operate. It's a myth that the sophisticated equipment coming into the services cannot be operated by the young people we have in uniform today.

The Army, more than any other service with the exception of the Marines, tends to focus more on putting equipment on people than people on equipment. The Army is people oriented. As a matter of fact, half of the Army's budget deals with people issues, not with the materiel issues. So, given this perspective, the Army

basically strives to equip the man and not man the equipment. We are currently doing a reasonably good job with the equipment that's coming out of the system. But there are some issues remaining that I would like to highlight.

"Quality—the Ultimate Achievement" is indeed an appropriate theme for this conference. Quality and excellence are what we all strive for, but I am afraid that we in uniform, you in industry, and those in government often pay too much lip service to quality.

A vignette from *In Search of Excellence* really hits the mark. Peters and Waterman were told by one floor manager:

Sure, top management says quality is important here. Every six months the plant manager calls us all together and tells us how important quality is. But every Friday he's out at the loading dock checking production figures. What do you think is more important to us—production or quality?

Where you as leaders put your time and where you put your focus—that's where your emphasis really is.

The military is often accused of gold plating its weapons systems. From time to time, we may be guilty of enhancing requirements too much. We want to put the best equipment that we can in the hands of our young soldiers. What we are striving for is quality and reliability, but not at any cost.

Stewardship is a related issue. Our responsibilities go beyond merely producing and procuring items of equipment. We have a responsibility to our fine young soldiers and to the nation that entrusts its resources to our care. You can expect us to be tough on quality issues if we are to be responsible stewards for the resources and manpower the American people have entrusted to us. We want the best value for the taxpayer's dollars. Quality control on the production line is crucial to ensure quality equipment is placed in the hands of our soldiers. We can't afford to have plant

managers overly concerned about production rates at the expense of high quality.

You must set high quality standards for the production line. You must make sure that these standards are upheld throughout the production process. Then it will be our responsibility to ensure our soldier-operators are properly trained to use and maintain the equipment, to avoid abusing it. I promise to do everything that I can to ensure that we fulfill our part of the bargain.

To help speed up the acquisition process, we are doing several things.

-Non-developmental item (off-the-shelf) procurement: we have done it with the CUCV. The Army is buying over 50,000 of these vehicles. Most of you would recognize them as a Chevy Blazer or a Chevy Suburban. This is the largest procurement of vehicles since World War II.

-We plan to buy our new Mobile Subscriber Equipment off the shelf also. There are similar possibilities for many of our other procurement needs. The major advantage of this type procurement is that it reduces, and in some cases eliminates, the long lead times involved in the procurement process of major end items such as the Abrams tank and the Bradley Fighting Vehicle.

-Out at Fort Leavenworth we have a high technology test bed with a "skunk works" that strives to capture new ideas from industry. We try to apply these ideas to the battlefields we may have to fight on. Our goal is to compress the acquisition process. We want to streamline a process that historically has strapped us into ten years or more for development and acquisition.

PI, or Pre-planned Product Improvement, is a similar, related issue. The goal, again, is to field quality equipment as quickly as possible. Too often we have been guilty of improving the product before we had a product. This contributed to long lead times before an item of equipment was fielded.

PI strategy is to field an item early, with perhaps only 80 or 90 percent of our desired capability. Then, we "product improve" that item to attain the 100 percent desired capability. The Cobra helicopter gunship is a system that we did product improve. Initially, it was not pre-planned. We purchased it off the shelf to meet a need in Vietnam. Since then we have improved the helicopter to provide it an anti-tank capability, and we are now funding a program to give it a capability for night operations. This is an example of extending a product's life cycle and keeping it relevant to changing requirements.

The warranty issue is one that is on the "front burner." There are currently over 500 Army systems that are already covered by warranty. The question is, "Will a warranty insure better quality and reliability, yet be affordable?" The CUCV is a good example of the desirability of warranted equipment. We really needed that warranty.

Last year when we began taking deliveries of the CUCV, we found a high number of deficiencies. As a matter of fact, at one time there were thousands of CUCVs that we refused to accept because of serious problems such as water leakage and incorrectly installed rear axles. A twenty-man contractor team was soon on the road working over Christmas to correct CUCV deficiencies at contractor expense. The production line was shut down for six weeks while production and quality control changes were made. Today, the production process is back on track and quality has become acceptable.

There are some pitfalls and cautions that one must be wary of when concerned about warranties. Warranties have slowed down the acquisition process because contracts must be renegotiated to include warranty provisions. Bearing in mind Milton Friedman's maxim that there is no "Free Lunch," warranties will cost money. We must ensure that they will be cost effective. Also, equipment deployed overseas may be located in remote areas where few, if any dealers exist to perform warranty work. The warranty issue is a part of the larger issue—how to ensure reliability and quality in equipment procurements.

The challenge I would like to leave with you today is that we must join together in a partnership of excellence. I promise you that I am going to do my share as a responsible steward of the Army. I am deeply committed to giving American soldiers the very best the system can provide. This partnership needs to be one that:

Designs people into the equipment equation, up front.

Sustains up-to-date technology throughout development, and helps to find a way to put this into the contracting process.

Maintains quality control and improved productivity on the production line. If you need our help to do that, please ask for it. Otherwise, we will probably give you some help anyway.

Builds baseline systems quickly, fields them, then implements the PI program.

Downsizes and lightens equipment to: improve deployability, enhance maneuverability, and reduce costs. U.S. military forces will not have enough strategic deployability through the rest of this decade to fulfill its operation plans because our equipment is too heavy. Example:

The manufacturer of our 155 artillery piece has come to us recently and said, "If you had asked, we could have made it several thousand pounds lighter." That is one on us.

One-third of the weight of our ammunition is simply dunnage—packing and crating material. We must figure out a better way of performing that function to save resources. We are doing that, and we are going to save manpower as well as strategic lift.

We have got to think in terms of downsizing and lightening equipment. A mutually respectful, high integrity Army-Industry team is the goal—it is to our advantage to avoid appearing on the front page of national newspapers in a derogatory way. Our dedication to excellence and to quality will assure that we reach this goal.

In his address to the Armed Forces Communications and Electronics Association, General Wickham talked about the state of the Army, where it has been, where it is, and where it is going, and put that message into perspective by underscoring some of the challenges Command, Control, Communications, and Information faced. Excerpts of those remarks follow.

Address at the ARMED FORCES COMMUNICATIONS AND ELECTRONICS ASSOCIATION

Washington, DC
Tuesday, 19 June 1984

Information Management — A Challenge for Command, Control, Communications, and Information (C³I)

The Armed Forces Communications and Electronics Association (AFCEA) represents the best in professionalism in the communications field. There are many who bemoan the loss of U.S. leadership and excellence to Japan, West Germany, and other nations in areas we once dominated. While this may be true for automobiles and steel, we have the opportunity to assure that it doesn't happen in the communications or information field.

At the heart of Command, Control, Communications, and Intelligence (C³I) is the passing, or management, of information, getting bits of information from point A to point B in a timely, efficient, and accurate manner. The introduction of computers and microchips into the C³I equation has produced a geometric expansion of systems' capabilities that is taxing the limits of the human manager.

Good technology establishes credibility in the eyes of our allies, our potential enemies, and, most importantly, our soldiers. They know they must be able to fight outnumbered and win.

Technology is a tiger we must ride or be eaten by. This is especially true in the area of automation, command, control, and communications, all of which are inextricably linked. Maneuvering the new weapon systems, responding to enemy initiatives, controlling the pace of the operations, and ensuring an overall connectivity between units and their headquarters, all on a complex AirLand battlefield, will tax the best of military and industrial leadership.

The microchip is a key ingredient in modernizing our equipment. By 1990, the Army will have fielded about

270 systems with microchips associated with them. Along with the increased capabilities and efficiencies, these microchips will give us some challenges:

- How do we provide security and limit unauthorized access to the information that is being stored and transmitted?

- How will we exploit the microchip revolution to provide light, man-portable information processing and transmitting systems?

- As doctrine and enemy capabilities change, and as estimates are revised, the information on the chips will have to be changed. How will we do this, given the proliferation of microchip-dependent equipment on the battlefield?

- As the computer becomes a more and more important factor in the C³I equation, how will we insure interoperability? With some fifty different computer languages, how do we ensure standardization, access, and maintain adequate competition within the industry?

- How do we manage the information explosion to ensure that accurate data are available to the decision maker as rapidly as possible?

Information is a key resource that is not only renewable but is self-generating. Since it is such an important resource it must be well managed, but as John Naisbitt points out in his book, *Megatrends*, the danger is that we might be drowned by this resource. The examples he uses gives us pause for reflection.

- Between 5,000 and 7,000 scientific articles are written each day.

- Scientific and technical information now increases 13 percent per year, which means it doubles every five and one-half years.

- But this rate will soon jump to perhaps 40 percent per year because of new, more powerful information systems and an increasing population of scientists.

- By 1985, the volume of information will be somewhere between four and seven times what it was only a few years earlier.

The information explosion Naisbitt ascribes to the scientific and technical communities is equally applicable to the government (executive and legislative) bureaucracies.

The Army is wrestling with these challenges, trying to find answers.

Perhaps the most significant action taken to date has been the decision to create an Assistant Chief of Staff for Information Management and an Army Information Systems Command, both at the 3-star level. The creation of these organizations recognized the interrelationships of automation and communication—the need to look at both as a system and to ensure we provide total system support to key areas such as command and control and intelligence.

This reorganization of staff and command functions is designed to better respond to the coordination of information systems and the management of information flow in peacetime as well as in time of war.

We are moving to a conceptual future where data can be shared so that all who need the data will have immediate access; where data can be manipulated and moved rapidly from user to user so that planners will be planning with "good" data; and where information systems are highly compatible to permit this information flow.

AFCEA can help these two new organizations achieve success. For example, *Signal* magazine provides an excellent forum to discuss timely subjects and major developments in communications, electronics, computer science, and intelligence systems. Conferences such as this not only promote the interchange of ideas and information but also develop solid working relationships between industry and the military.

The Army must be ready for war today if we are to have peace tomorrow. The Army leadership is dedicated to the goal of producing an Army of excellence, just as you are dedicated to ensuring the best C³I support for our forces. Preparedness is peace's guarantor, its failure is war's precursor.

The peace that we now enjoy is the fruit of yesterday's sacrifices and today's readiness. But there are no guarantees that this peace will be a part of our future. A strong defense is the essential ingredient in the equation that assures peace.

We must rededicate ourselves to the basic values that have made our nation great; we must understand our nation's history and teach it to our children. We must see that our nation's traditions are passed onto the generations that follow. We must inspire our young to

seek excellence in all they do. And above all we must keep our defense strong, for only then can the promise

of this great land of ours continue to prosper in peace with liberty and justice for all.

Address at the CIVILIAN AIDES CONFERENCE

Washington, DC
Tuesday, 26 June 1984

I'm really glad to have this opportunity to get together with you. You play such a very important role in getting the Army's message out to those who need to know. And believe me, we are genuinely appreciative of the fine support you give to the Army.

Of course, the principal reason we've gathered you here is to bring you up-to-date on the important issues that are facing the Army and to help give you a better appreciation of where we are headed. You've already been exposed to a lot of this, with more to follow. What I'd like to do is to try to put this into perspective for you, to give you a Chief of Staff's "State of the Army" message.

Quality and excellence are what we all strive for, and to which all of us must be dedicated. Quality is a universal concern. *In Search of Excellence* has been a runaway bestseller for months and months. It posits that corporate excellence revolves around quality, service, and people.

Excellence in management resides in a number of successful American firms that, in general, treat people decently, ask them to shine, and produce things that work. We can all draw a lot from this research because many of the lessons learned are applicable to the Army.

Successful corporations tended to be very people-oriented and demonstrated a bias for action.

All Army leaders have dedicated themselves to producing a quality Army of excellence. And, I think the progress we've made over the past few years shows that we're not just paying lip service to these ideals.

One of my predecessors as Chief of Staff used to say that people are not in the Army, they are the Army. The strength of our Army depends on the quality of our soldiers and on how well they are led. We have worked hard to recruit our very best citizenry and to provide the professional environment that would convince the best to stay in our Army.

Recruiting and retention statistics and the professional performance of our units, whether fighting in Grenada or training friends in Honduras, attest to our considerable success. The columnist, George Will, wrote that Grenada was a timely reminder that our national security ultimately depends on the man with the rifle.

The quality of this man with the rifle has never been better. The proud story in 1984 is that your Total Army is a solid Army. We have high quality soldiers, NCOs and officers. They are tough, resourceful, and patriotic. They are the best soldiers that I have seen in my 34 years of service.

For example, in 1980 we recruited 86,000 high school graduates--in 1984 we'll recruit over 120,000 high school graduates, almost a 50 percent increase. Another measure: in 1960, a little over 15 percent of Army first-term enlistees came from the top two mental categories--in 1984, over 36 percent will come from the top two mental categories.

In order to build upon this quality and to help maintain it, the quality of service life must be enhanced. In recognition of this, our Army theme for 1984 is "The Army Family."

To make this theme a reality, we have instituted a Family Action Plan that has three central themes: partnership, wellness, and a sense of community. The goal is to lessen, if not eliminate, the hardships and irritants so often associated with Army service. The success of this program requires the earnest involvement of all of us.

Our modernization program is now on course. To cite a couple of specifics, since 1980 we've added over 2,000 M-1 tanks, 1,000 Bradley Fighting Vehicles, and over 500 Black Hawk helicopters to the force.

Also, we have begun to convert both Active and Reserve forces to the Division 86 design, which features

more companies, enhanced tactical mobility, and increased anti-tank firepower.

But we cannot afford to stand still or be content with past accomplishments. Now that our modernization program is well underway, it is being complemented by renewed attention to our light forces. This year the 7th Infantry Division will be converted to the new light infantry design and a 17th active division will be formed. Our challenge will be to develop the soldier power necessary to make these light infantry divisions uniquely effective.

Making the new light infantry division design a working reality is one of my, and Secretary Marsh's, major goals. I felt so strongly about it that I published a White Paper outlining to the Army the importance of this issue. I urge all of you to read it, if you haven't already.

Given the relative smallness of our Army, the readiness of our units is very important. Media articles, using our internal management reports on unit status, have tried to build the case that our units are less ready today than they were several years ago.

These status reports tell us the condition of units with respect to four basic categories: people, training, condition of their equipment, and the type and amount of equipment they have. The first three categories have shown steady improvement Army-wide for the past several years. Only the fourth category, the equipment on hand, has not improved.

This is not because we have worse or less equipment than before but because we have changed our tables of organization and equipment to reflect requirements for newer equipment. Our reporting system pinpoints those units which still require issue of the new equipment. In effect, we have changed the standards by which we measure the status of a unit.

This status report, then, is a static indicator, a management tool that provides a snapshot of a unit's status at a specific point in time. Readiness and capability are dynamic and involve much more than fill levels of people and things. The capability improvements that we've attained by equipping quality soldiers with the best weapons America's industry can produce have significantly increased the Army's readiness.

There are a few other issues on the front burner that I would like to discuss with you.

Information is a key resource that is not only renewable, but is also self-generating. This information explosion and its associated technology had moved way ahead of the Army's organizational structure.

In order to meet this challenge, we decided to create an Assistant Chief of Staff for Information Management and an Army Information Systems Command, both at the 3-star level. The creation of these organizations recognizes the interrelationships of automation and communication. This reorganization is designed to better respond to the coordination of information systems and the management of the information flow in peacetime as well as in time of war.

Last month, General Gabriel and I announced a 31-point Memorandum of Agreement between our two services. This memorandum attempts to overcome the mixed record of past attempts at cooperation by ratifying this working relationship at the Chief of Staff-level and thus institutionalize it. It will, hopefully, permit an even more efficient stewardship of the limited resources available to us.

The military retirement system has been under attack by Congress and the Grace Commission, among others, in an effort to reduce costs. And we expect another big effort to alter our retirement program after the election in November. Costs are a legitimate concern but most proposed reforms tend to focus solely on the cost of the military retirement system.

They often view it as a pension plan. It is not. The important fact we must drive home is that the military retirement system is one of our most important personnel management tools. It helps configure the inventory in terms of experience required to sustain a ready force.

It helps assure that we retain quality soldiers in our Army. And once the tinkering with this system begins, it will be a slippery slope indeed.

So while we can be justifiably proud of what our Army has accomplished, and while we are actively confronting the challenges we face, there is still a need for healthy pessimism. The benchmark for our progress cannot be simply our improvements over the last four years. Rather it must be the peace and freedom we have maintained through these efforts in a complex and dangerous world.

At the heart of the challenge we face is the Soviet Union's quest for world hegemony. Over the last ten years they have given twice as much of their GNP to

things military as we have. They have delivered substantial quantities of military equipment to their surrogates and Third World nations. Afghanistan marked a watershed in their willingness to exercise their land-power option.

A strong defense is the crucial ingredient in the equation that will assure continued peace. The lesson of history is that being prepared for war is the best way to assure peace.

[The] challenge is one of dollars and resources. Both are scarce and we all have a responsibility to husband these resources, to provide the stewardship required to assure their efficient, effective use. But in reality, that's our job here in the Pentagon. . . . It challenges us to rededicate ourselves to the basic values

that have made our nation great. And that is a challenge we must all take on. We must understand our nation's history and teach it. We must see that its traditions are passed on to the generations that follow in our footsteps.

We must inspire the young, but that can't be done by words alone. It must be done by personal example of ethical and professional excellence.

We must personally set the standards to inspire our young to seek excellence in all they do. That responsibility is as much a part of our stewardship as is the efficient management of the resources entrusted to us.

Above all we must keep our defenses strong, for only then can the promise of this great land of ours continue to prosper in peace now and in the future.

SECTION II

1 July 1984—30 June 1985

From the time he assumed office in 1983, General Wickham emphasized in his speeches and articles the need for a solid "Army Ethic" and the importance of four Guideposts for leaders—training, maintaining, leading, and caring. During his second year, he solidified these ideas in articles, video tapes, booklets, and paintings. He emphasized that the foundation of military leadership resides in soldiers who possess strong character and who set and demand high personal, ethical, and professional standards.

Knowing that readiness is the Army's priority task, General Wickham spoke of the need for quality equipment and training to fulfill its missions. Over 400 new systems—to include Abrams tanks, Bradley Fighting Vehicles, Multiple Launch Rocket Systems, and Black Hawk and Apache helicopters—would be fielded in the 1980s. Reserve Components would get increasing amounts of equipment because the rule was: "the first to fight is the first to be equipped." He emphasized that "readiness is inextricably tied to soldiers' morale and to sustaining their families' strength." General Wickham felt that "to the extent we can make those families feel better about the Army and the support provided by the Army, then the Letter off will be the soldiers, the Army and the nation."

He was proud of the National Training Center which, he said, provides the finest, most realistic, and most challenging training in the world. He emphasized the use of training simulators, war games and simulations, and devices—and highlighted how they improved capability, reduced costs, and enhanced safety. He exhorted his audiences to be leaders and role models—introducing the term "standard-bearers," and he cautioned people that our nation's greatness would be measured not by economic wealth, international prestige, or moments of glory in battle, but by how we have cared for people.

This philosophy was in keeping with the Army themes for 1984 and 1985, the Army Family and Leadership. Selections of speeches and articles from this second year follow.

The Professional Soldier and History

In our Army of excellence, we are emphasizing the study of history more than ever before—in training, in planning, and in analyzing all our professional requirements. Faced with great technological opportunity and unprecedented developments in weapons systems, soldiers might easily underestimate the importance of history and overlook the linkage between the lessons of the past and the challenges of the future. We must insure that this oversight does not occur—professional soldiers must study history so that insights not only will help illuminate the future but also will help develop leadership traits that are time proven.

Future challenges include the problems of strategy and tactics, leadership and morale, and logistics and technology. However, these challenges have been faced before and overcome. The most successful soldiers have looked to the profession's past for clues to the present and future. They have used the study of history—including biography and autobiography—to sharpen their judgment, improve their perception, broaden their perspective and mold their leadership qualities. Martin Blumenson said:

What history can do, if used with caution, is to liberate us, to free us from the time and place in which we are born—not entirely, but to some extent at least—so that every generation does not have to reinvent the wheel.

For today's soldiers, the supporting institutional programs are in place. The Military Academy's Department of History offers a full military history curriculum, as does the Command and General Staff College and its newly organized Advanced Military Studies Department. Recently established faculty positions at the Army War College have enhanced military history instruction there, and the Training and Doctrine Command's branch historians are bringing greater historical emphasis to the branch schools. In the ROTC program, the study of history has been given new vigor. All this puts military history education in the Army on a sound institutional footing.

However, professional development of officers and NCOs goes beyond institutions. It is, ultimately, a soldier's personal responsibility. Given all other demands, it takes individual initiative—the traditional

hallmark of American fighting men—to expend that extra effort to enrich one's professional development. Classroom instruction and guided research provide only part of what the soldier needs. The Center of Military History and this periodical, *The Army Historian*, are moving beyond the institutional programs of instruction to foster a spirit of "historical mindedness" in our professional soldiers. Secretary Marsh and I firmly endorse this effort.

The experience offered by military history is long and enduring compared to that offered by a soldier's active service. Today, relatively few American soldiers below the ranks of lieutenant colonel and sergeant first class have experienced sustained combat. A good way to fill this gap is to read history and study great military leaders of the past. Secretary Marsh said in the first issue of this publication, "a knowledge of past campaigns and commanders provides vicarious experience otherwise unobtainable." Professional soldiers master one assignment and soon move on to the next, but they can take with them their accumulated knowledge and an increasing sense of history. In the words of General Maxwell Taylor, "they can carry their reading lamps with them."

History does not provide a shopping list of answers. A thoughtful approach is required to discover the meaning of the past and properly relate it to the present. It does provide the soldier with valuable insight into basic factors of the profession of arms—the capabilities and limitations of men and women, how to overcome adversities, and how to seize the initiative and win. Our best professional soldiers have realized this. Advising his West Point cadet son, General George S. Patton, Jr., wrote:

To be a successful soldier you must know history. Read it objectively—dates and even the minute details of tactics are useless. What you must know is how man reacts. Weapons change but man who uses them changes not at all.

The Army's historical community, civilian and uniformed, understands this concept. The most important contribution they can make to the excellence of professional soldiers is to get across the message: Study history!

I urge all soldiers, from private to general, who are serious about the profession of arms and making our Army one of excellence, to read annually at least one

book on military history and one book on a great military leader of the past.

LEADERS

July, August, September 1984 Issue

The Army: Committed to Excellence

In a previous issue of *Leaders*, the Secretary of Defense stated the three principles that guide our military programs: our strategy is defensive in nature; it is based on deterrence; and, should deterrence fail, it is designed to restore peace on terms favorable to us. To the Army these principles require being able to deter, fight, and win across a broad spectrum of conflict—from counter-terrorism to low intensity conflict to conventional to nuclear warfare—mostly in places which are not in this hemisphere.

Where the threat and risk appear greatest, in NATO and Northeast Asia, our forward deployed forces are concrete evidence of our commitment to deterrence and solid defense. Behind the defensive shield provided by US and allied forces, the successes of our NATO and Korean allies in assuring peace, and in developing strong economic as well as political institutions have been historic.

In other areas of the world we rely primarily upon forces of friendly nations to maintain peace, on advisors as well as mobile training teams to assist in development of local military capabilities, and on our ability to deploy CONUS-based forces rapidly. Allocating forces against these commitments is complicated by the reactive nature of our defensive strategy, as well as by the reality of massive Soviet military landpower, which is both closer to all of our major contingencies and relatively independent of air and sea lift. Over the past 20 years the Soviets have retained and increased their advantages in size and geography by improving the quality of their forces.

Given our disadvantages in size and geography, the United States cannot afford to allocate resources—forces—to match the Soviets and other potential adversaries soldier for soldier or tank for tank. Nor would

we want to. Their wartime economy makes them more dangerous over the near term, but over the long term our healthier political and economic systems have the capacity to prevail provided we do not delude ourselves into thinking we can deter and negotiate with the Soviets from positions of weakness. To counter the Soviets' disadvantages in size, geography, and military initiative, the United States must continue to exploit our own advantages: strong allies, economic and political good health, superior technology, and belief in the individual. Today's Army relies heavily on all of these.

Because we are the smallest Army in 33 years, 43 percent forward deployed in response to political direction, yet with numerous other contingencies and commitments, we are not a go-it-alone outfit. Daily, the Army practices the coalition strategy to which we are committed. We exercise and train with the other services and with the armed forces of allies and friends to a degree which is unprecedented in peacetime.

As a people we believe in allies, because the bonds between allies are the best deterrent to aggression—and indispensable in time of war. We have solid allies throughout the world from Korea to NATO. A few days ago I visited the US 1st Cavalry Division on maneuvers with Dutch forces in northern Germany. The Division had just arrived from Ft. Hood, Texas, and as they marched to assembly areas, Dutch people cheered them from the streets, throwing flowers and offering food. A Dutch officer pointed out to me bumper stickers on cars which read "Better to have a missile in your garden than a Russian in your kitchen."

The Total Army relies heavily, not only on allies and sister services, particularly in getting us to wherever we may be committed, but also on our Reserve Components (RC). Four of our Active Component (AC) divi-

sions and eight of our AC brigades have RC "roundout" brigades and battalions, respectively. When the particular AC division or brigade would be deployed overseas, the RC roundout units would go with them—in some instances before other AC divisions, brigades, and battalions are sent. Because we follow a "first to go is the first to get" equipping program, some of our new equipment, like the M60A3 and M1 (Abrams) tanks, is going to National Guard units before going to some AC units. In short, the Total Army is committed to our national strategy.

As a consequence of this total commitment, today's Army must aggressively pursue excellence—in people, equipment, doctrine, training, management of resources, and strategy. The goal of our current programs is to build a better, not necessarily a bigger Army, where every unit, every soldier counts. Almost 10 years ago we increased the fighting strength (and the deterrent capability) of the Army by increasing the number of divisions from 13 to 16 without a corresponding increase in the number of soldiers (750,000 end strength). We did that by reducing headquarters, using "roundout" units, and by locating some of our logistics units in the Reserve Components. Today we are examining the feasibility of increasing that fighting strength again—as well as making it far more strategically deployable—by means of new, smaller light division structures. Such light divisions would emphasize combat capability, modern technology and innovation, and speed in strategic deployability.

The war fighting capabilities of both heavy and light forces rely on the technological superiority of equipment. Modernization of today's Army is the most extensive in our history. Without this upgrade in equipment, we cannot expect to deter effectively or to fight outnumbered and win. To fight joint and coalition warfare, sound concepts already exist which exploit technological advances in new weapons, communications, and mobility systems and allow our forces to engage the enemy throughout the entire depth of his formations.

Technological superiority, made possible by our decentralized competitive economic system, is essential to making our Army one of excellence. However, it is the quality of the individual soldier who is well trained, physically fit, committed to his unit and to the defense of what General Maxwell Taylor has called our "national valuables," which is the real strength of today's Army. The inner strength of our soldiers is revealed in this letter I recently received from a young corporal:

I have a feeling of pride when I hear that "Star

Spangled Banner' being played and I've never lost a drop of blood towards its preservation. But I've got enough true feeling to know what I was born under and what I owe to those who cannot fight any more. They fought for me, for my father, sister, mother, and everybody else. They fought for the preservation of this country, for what they believed in. The least I can do is have enough guts to do the same.

Now that's a soldier on whom we can count—and who counts on us. We have many of them!

We are recruiting and reenlisting almost 90 percent high school diploma graduates, the highest quality in Army history. We intend to maintain this high level of input and of reenlistment because the human element is so vital to building an Army of excellence.

A recent example of what first-rate soldiers and equipment can accomplish—together—is this year's Canadian Army Trophy Tank Gunnery competition. Although a West German platoon won the platoon competition, two platoons from the same American company won 2nd and 3rd place honors. In fact, that company of young soldiers and M1 tanks was easily the best of all the companies competing. It was by far our best showing in the twenty-year history of the competition.

We can do other things with quality soldiers, excellent leaders, technology, and the natural competitiveness and aggressiveness of American units. At the National Training Center (NTC) at Fort Irwin, California, our combat battalions (to include some from the Reserve Components) using eye-safe lasers which realistically simulate the effects of all of our weapon systems, engage other units trained and equipped to simulate Soviet units and tactics. Instrumentation allows the battles to be replayed on television, providing invaluable lessons learned. The NTC is the most demanding and professionally enriching ground combat training environment in the world today. It teaches lessons previously learned only in the initial battles of an actual war.

The bottom line for today's Army is that we believe firmly that excellence in people, equipment, and training—all of which must depend upon the support of the American people—can more than compensate for disadvantages in size and geography. Our commitments across a broad spectrum of potential conflict are matched by our personal commitment to the defense of this great nation, to the highest possible ethical leadership of the superb soldiers entrusted to us, and to the pursuit of excellence.

Address at the ARMY COMMUNITY SERVICES WORKSHOP

Arlington, VA
Friday, 17 August 1984

It is a pleasure to address the members of the Army Community Services Workshop. This endeavor has tremendous importance to the state of the Army and its readiness. I would like to add a few words to the fine message just delivered by the Secretary of the Army.

First, let me give you a little history. All of you remember the period in which Army Community Service began. I was General Harold K. Johnson's executive officer in the mid-sixties when the idea for Army Community Services was first considered. With the Vietnam War, the Army had experienced great turbulence as people were uprooted and moved around. Families needed places to stay and they needed help with the many problems that confronted them.

It was in this era when the concepts of "the Army takes care of its own" and "let's put the personal into personnel" came into being. General Harold K. Johnson was genuinely committed to these concepts, and he worked diligently to institutionalize them. As a result, they have not only been embedded in the Army for the last 20 years, but they also have been embedded in me.

When I was a commander in the field, my wife, Ann, and I tried to foster the ideas of family cohesion and family values within our military community. The stronger the family, the better the uniformed member tends to fulfill his role in military life. Just as the Secretary indicated, the stronger the family is at sustaining values and strengthening bonds, the better the children are, and in a sense, the better the nation.

There is a dimension of the American dream, the notion of strength, that is tied to the military family, and we have a great opportunity to influence and perpetuate that dream.

There is another dimension that I think is both significant and a point of self-interest to the Army. Our most important mission is to maintain the readiness of the Army. The purpose of the resources entrusted to military leaders is to protect this great nation. That is our first task. But readiness is inextricably tied to soldiers' morale and to sustaining their families' strength.

Therefore, to the extent we can make those families feel better about the Army and the support provided by the Army, then the better off will be the soldier, the Army, and the nation.

There are fundamental, practical reasons for bonding families and the Army together, and there are many areas where we can make progress. We are fortunate to have the Army Community Service, and other organizations who work to strengthen the family, focus on building a stronger Army by boosting "soldier and family power."

The Secretary indicated that the "Year of the Army Family" is one of our key thrusts. This is not a gimmick. He and I are committed to formulating legislative initiatives that will provide substance to the program. We are working to build organizational momentum. I will come back to that notion because I am going to ask that you accept some responsibilities for these endeavors. We need your help.

Recently, I received a letter from a young Specialist Fifth Class, a single parent. She said:

I'm so proud and happy that you have published your paper on the Year of the Army Family. The happiest time of my life was when I was the daughter of a sergeant, grew up in the Army, and travelled around. I enjoyed every minute.

And now I'm 28 and I'm in the Army myself and have been for eight years. I'm a single parent with three children of my own. I've been able to fulfill the responsibilities that have been given to me in the Army because I've got a chain of command that has been supportive of me.

I've got a first sergeant and a company commander who understand my responsibilities and seek to help and I've also got my own little Army.

My little army of children are my soldiers. They are everything to me, and I'm so glad that you

think they are important, too.

When you get that kind of message from a soldier, you know you have a better Army, an Army whose leaders care about people. This is the best Army that I have seen during 34 years of commissioned service. More than mere words, all of the standard measures of discipline indicate precisely what I am saying. The quality is out there. An extraordinary responsibility is placed on the shoulders of our leaders—and those who deal with soldiers and their families—to capitalize on “this great reservoir of quality” that is entrusted to our care. One of the key factors we must recognize—whether we are at the helm of Army leadership, or in a field unit, or in ACS—is that we have a special responsibility to provide for the quality people who are entrusted to our care. This is a mandate of leadership.

Now, I would leave two charges with you. The first concerns the power of ideas. Ideas to improve the Army are legion, but we must ensure that they are shared and distributed at large. Many times the benefits that are gained at the local level can be realized also by the entire military community.

We need to cross-fertilize, and this kind of conference affords that opportunity. I know you have done a great deal of that already. You are going to develop friendships and contacts here. Keep on the phone; keep writing; keep the ideas circulating. We are trying to establish at the headquarters level a “clearinghouse of ideas” on how to improve family action activities at the installation level. Here, people could contact a central point and test a new idea, learn from an old one, find out what has been tried, or determine if an idea might be applicable to a particular circumstance at the local level.

Your mission is to continue the cross-fertilization of ideas so that the Army will be enriched from the “bottom up,” not necessarily from the “top down.” There is only so much that the Secretary and I can do at the headquarters level to initiate legislative programs. Dependent overseas travel is an example of an initiative that started at the headquarters level. A need was

perceived and an effective response was initiated. However, ideas must also come from the “bottom up” because this approach helps to ensure that our efforts are targeted where the needs are greatest. We must have your help to be most effective.

The second charge I would give you concerns the corporate themes of the Army. The Secretary talked about the themes we have had in past years and how each builds on the other. I am sure there are many “Doubting Thomases” out there. I know this to be true because the Inspector General and other members of my staff ask questions of our soldiers and their families about these programs. There are many who say, “Well, it’s just another gimmick, and at the end of the year it’s going to be all over.” Army themes are not short-term gimmicks. Rather, they are intended to provide strategic direction to the Army. They help to focus the way in which we allocate resources in the Army.

As the Secretary indicated, we are trying to build, year-by-year, on each of the themes we have had: The Spirit of Victory, The Year of Physical Fitness, The Year of Excellence, The Year of the Army Family. This is a synergistic approach. They are all related and interlocking. They all contribute to the well-being of the Army and its readiness.

We are trying to build a momentum that goes beyond Secretary of the Army Marsh and Army Chief of Staff Wickham. We want to achieve a momentum that even goes beyond those of you here. This is the charge we must accept: to build an organizational momentum that goes beyond personality. If we are successful, we will institutionalize a set of values in the Army that will have lasting, beneficial effect.

I ask you to accept this second charge in your area of expertise. Build organizational momentum and commitment that will go beyond your personal commitment. Then, after you have departed, others in the organization will carry on the task of strengthening the Army family. This task is fundamental to the strength and future of our Army. It is a crucial aspect of readiness. Thus, it is crucial to the security of our nation.

ARMY 1984-85 GREEN BOOK

October 1984

Today's Army: Landpower in Transition

Landpower is the decisive arm of American military force because it changes history. The 168 campaign streamers on the Army colors are ample testimony that landpower, in conjunction with seapower and airpower, has served this nation well throughout history—a strength that must continue into the future. Although landpower's traditions are firmly rooted in our past, its relevance today is greater because the threats to our national security are more dangerous.

Those who observed the anniversary of the D-Day invasion at Normandy understood the importance of landpower to free world security. Forty years ago, the United States and the Allied forces—under the command of General Dwight David Eisenhower—launched the attack that restored freedom to Europe. The setting for the anniversary ceremonies was an unforgettable scene. Under a brilliant sun, with the heads of state from eight wartime Allies looking on, salutes were fired and anthems were played in honor of those who assaulted the beaches on June 6th, 1944.

Those who watched the ceremonies could not help wondering how today relates to yesteryear. At the cliffs of Pointe du Hoc, I saw the same courage and deep commitment to freedom in the eyes of both the veteran Rangers who assaulted the Normandy cliffs and the young Rangers who assaulted Grenada. In terms of core values, I could see no difference between the Rangers of yesterday and those of today. Thank God that some things like patriotism and professional military competence are eternal.

At Utah Beach, I watched the tide rush out very rapidly leaving a wide stretch of clean sand. The vestiges of war had vanished. Tide and the passage of time can be a blessing as well a tragedy. In one sense, time can be a blessing because it obscures the grief and destruction of war. Over a span of forty years, the tide has washed away the ravages of war on the Normandy beaches. But in another sense, the passage of time and tide can wash away recollections of the past and condemn us to repeat earlier mistakes. This can be a national as well as personal tragedy. We often neglect or overlook the lessons of history. We often forget the ancient proverb: Always prepared, no misfortune.

Our Army clearly is responding to the challenges of today and preparing for those of the future. We are not

neglecting the lessons of the past, nor are we preparing to fight the last war. We are deterring the next one, and should that fail, we are ready to defeat aggression. Readiness is our most important task and substantial improvements have been made in the past four years including the quality of personnel, modern equipment, training, and sustaining capabilities.

Landpower was the decisive factor in the final liberation of Europe in World War II. Only ten weeks after the Normandy invasion, Paris was liberated. Four months later, the Allies stopped the enemy's final offensive at the "Battle of the Bulge." In the spring of 1945, the Allied coalition swept into the heart of Germany and brought peace to Europe. Seapower and airpower played crucial roles in the outcome, but landpower was the final arbiter on the battlefield.

Just as in the past, landpower today must cope with new, emerging threats and circumstances. Four trends are of special concern: the Soviet military buildup, the rise of state-sponsored international terrorism, the proliferation of sophisticated armaments, and the dependence of the world's industrial states on Third World energy resources and raw materials.

SOVIET MILITARY BUILDUP. The Soviets have achieved parity, and in some cases superiority, in the standard indicators of strategic nuclear capabilities. They have surpassed the U.S. in numbers of tactical nuclear delivery systems. They have expanded and modernized their conventional forces and increased their capability to project power beyond the Eurasian land mass. Clearly the Soviet Union has developed its armed forces beyond any reasonable level needed for its own defense, to the point that it threatens to upset the longest period of European peace in over 400 years. The Soviets have used their land forces for aggression and intimidation around their borders. In addition, they have supported "surrogate" forces in Africa, Central America, and the Middle East where they have sought naval and air bases to support projection of their military power.

INTERNATIONAL TERRORISM. The increasing incidence of state-sponsored international terrorism should be alarming to all civilized peoples. This type of crime threatens American interests directly, and poses equally serious problems for U.S. allies and friends who value human life and require stability for internal

economic and political development. Countries must be able to safeguard their citizens and property. The increasing incidence of terrorism and violence has added a new dimension of difficulty to this responsibility, and the consequence has been that these criminal acts greatly contribute to an erosion of public trust in governments of many developing nations—a disturbing trend. The linkage between international terrorism and our principal adversary, the Soviet Union, underscores the perniciousness of this challenge.

ARMS PROLIFERATION. The proliferation of sophisticated conventional armaments—most notably in the Third World—has led to regional imbalances in military power and contributed to over two dozen active or latent conflicts. In a world where the dimensions of time and distance are constantly shrinking, tension and conflict cannot fail to affect worldwide U.S. interests.

RESOURCE DEPENDENCE. The growing dependence of America and its industrial trading partners on overseas energy resources and raw materials has created undesirable, but largely unavoidable, vulnerabilities. The need to assure access to energy resources and strategic minerals has created new challenges for our policy makers as they see to it that our national interests are protected.

In view of these trends, the future global environment is likely to be characterized by greater diffusion of power, increased interdependence, reduced political and economic stability, and greater vulnerability to conflict. As a consequence, the threats to peace and U.S. security interests are unlikely to diminish.

The test of U.S. military strategy must be how well it contributes to achieving the nation's objectives without jeopardizing other interests worldwide or incurring a high risk of nuclear war. It must deal effectively with the entire spectrum of potential conflict that threatens us. The ultimate goal remains constant: the preservation of peace with freedom. Furthermore, the three underlying principles of our national security policy remain unchanged—our commitment to deterrence; our defensive orientation; and our determination, should deterrence fail, to fight to restore peace on favorable terms. This is the challenge that landpower must meet.

The strategic nuclear balance between the U.S. and the Soviet Union has been the traditional backdrop against which we have assessed our security posture. Over the last decade, the balance of strategic nuclear power has moved away from U.S. superiority to a condition of rough nuclear parity with the Soviets. As

a result, the burden of maintaining deterrence is shifting increasingly onto the conventional land forces of the U.S. and its allies. The war fighting capability of these forces not only can raise the threshold of nuclear war but can prevent the escalation of minor crises and low-intensity conflicts into superpower confrontations.

The Army's contribution to deterrence is, of course, predicated upon its effectiveness as a fighting force. The paradox of deterrence is that the Army can deter war only when it is prepared to fight and win war. In the mid- to high-intensity range of the spectrum of conflict, a number of factors strengthen the Army's combat capabilities and enhance the value of deterrence.

FORWARD DEPLOYED FORCES. Forward deployments of the U.S. Army in overseas theaters are a visible demonstration of America's willingness to honor defense commitments. These forces increase both the ability of our allies to defend against attack and the risks of punishment incurred by an aggressor. Currently, forty-three percent of Active Army forces are forward deployed. The trend is upward with modernization of our forces such as the Patriot and Multiple Launch Rocket Systems, and with peace keeping tasks such as with our battalion task force in the Sinai (Multinational Force Observers). Such forward deployed elements represent a tangible presence, a commitment to freedom that only landpower can make.

MATERIEL PREPOSITIONING. Overseas prepositioning of materiel is another symbol of America's readiness to honor our international commitments. In four years, the tonnage of Army equipment prepositioned overseas has doubled. The buildup of war reserve stocks, including ammunition, in Europe, Northeast Asia, and Southwest Asia enhances deterrence by increasing the staying power of land forces in time of war. This commitment provides a clear indication that the Army is prepared to fight a sustained war, if necessary.

RAPID DEPLOYMENT CAPABILITY. Rapid deployment of ground forces is an important element of deterrence. The increased emphasis on additional strategic lift and the efforts underway to lighten a number of divisions improve the Army's strategic mobility and provide new flexibility to tailor force packages to various contingencies. Improved capabilities help deter conflict worldwide.

EXERCISES. Out-of-country exercises involving U.S. land forces strengthen deterrence by demonstrating U.S. operational capabilities, enhancing America's abilities to fight alongside foreign forces, and

testing U.S. joint deployment plans and strategic mobility. In addition to improving the combined capabilities of allied forces, exercises influence the perceptions of potential enemies by demonstrating U.S. willingness and ability to resist worldwide aggression.

COLLECTIVE SECURITY. The shared commitments and combined economic strength of the U.S. and our allies provide a firm basis for collective security. America is linked with forty-five nations through multinational and bilateral defense treaties. America's allies make a significant contribution to deterrence by providing weaponry, well-trained manpower, facilities, and control of key geographical areas. These coalitions allow the United States and its allies to fashion a mutual defense at far less individual cost than if each had to defend itself alone.

JOINT FORCES. The Army neither deters nor fights alone. The Navy and Air Force are essential components of U.S. military strategy. Seapower keeps lines of communication open, denying success to those enemies who would isolate the U.S. from its overseas interests. Airpower responds rapidly in a crisis with strategic lift and augments the combat power of friendly and allied forces with close air support, reconnaissance, and deep strike capabilities. Both seapower and airpower provide the means to project and sustain landpower. Only landpower, however, threatens adversaries with decisive defeat—destruction of their armies, expulsion from occupied territory, and protection of institutions, people, and real estate with geostrategic importance. The lesson has been repeated many times in history—landpower, seapower, and airpower must work together, none can succeed alone.

At the low-intensity end of the spectrum of conflict, landpower also works to deter conflict. Military support and assistance provide an option for helping other friendly countries short of direct military involvement. Even in cases where the underlying causes of a nation's problems are economic, social, or political, the security aspect can be critical and must often be pursued concurrently with other programs.

The U.S. Army can play a special role in situations involving developing nations. It is difficult for any nation, particularly a developing one, to build its commercial infrastructure, pursue economic growth, establish democratic institutions, and ensure the basic human rights of its citizens while simultaneously fighting to preserve order and independence.

Military support and assistance go beyond the establishment of order and the preservation of

independence. They train and educate leaders, assist in development of an economic infrastructure, provide humanitarian support, and develop the indigenous military capability to stand alone. Armies can educate, train, and build. In so doing, they contribute to social, economic, and political progress—internal development—while providing the national capability to maintain order and defend itself. The politico-economic miracles of Japan, the Republic of Korea and Western European nations have occurred in large part because of the stability and peace created by landpower of the U.S. and its allies.

FOCUS ON PEOPLE. Armies are people. Consequently, in working with its counterparts in other countries, the U.S. Army focuses its efforts on the human element. This year 1,300 foreign officers will study in the United States at Army schools. Foreign graduates of the Staff School at Fort Leavenworth now number over 4,600 and include 22 heads of governments and 181 chiefs of service or defense forces. These students will become familiar with our equipment, tactics, and operational procedures. They will develop friendships with American officers that may last a lifetime, and they will depart with an increased appreciation for the American way of life and our democratic institutions. These personal ties are worth their weight in gold in terms of Free World security interests.

TRAINING TEAMS. U.S. Army mobile training teams teach equipment maintenance and tactical skills throughout the world. From 1975 through 1983, the Army dispatched over 1,600 teams to fifty-eight foreign nations. Two hundred teams have deployed or are awaiting deployment this year. These teams do much more than teach specific military skills. They serve as people-to-people ambassadors, not only for our Army but for our American way of life.

PEACE KEEPING AND OBSERVER FORCES. Army forces also contribute units and individuals to multinational peace keeping and observer forces. Currently, U.S. Army personnel serve as observers in Israel and southern Lebanon. In the Sinai, one infantry battalion and a contingent of logistics personnel provide a significant portion of the multinational force and observers monitoring and helping to keep the peace between Egypt and Israel.

FOREIGN INTERNAL DEVELOPMENT. U.S. Army elements often provide engineering, medical, and other forms of assistance to developing countries. Army engineers drill wells and build roads, bridges, schools, and hospitals. Medics provide preventive medicine and

minor medical services to isolated villages. These kinds of projects also produce significant training benefits. For example, the Panama Engineer Training Exercise involved some 800 National Guardsmen, their participation coming during their annual training rotations. They constructed approximately 15 kilometers of roadway on the western coast of the Azuero Peninsula last spring.

In emergencies, the Army can provide an even wider range of assistance. Following the rescue operation in Grenada, for example, small teams of volunteers from the U.S. Army Reserve deployed to that country to assist in restoring utilities and communications and to help upgrade public transportation. In 1984, the U.S. Army will provide various forms of internal development assistance to twenty-one countries, ranging from huge engineering projects in Saudi Arabia to flood control assistance in Thailand and medical assistance in El Salvador. The impact of these teams goes well beyond the specific project on which they work. They also serve as a visible symbol of America's desire to help other countries.

Army support and assistance for other countries fosters friendship and stability vital to the long-term security of the United States. The Army's various assistance programs help friends develop their ground forces and create the infrastructure essential to their political, economic, and social health. These programs also lend credibility to the efforts of our friends to deter aggression and establish security in their country. In return, the United States receives many benefits. Our programs help obtain access to overseas bases, contribute to interoperability among military forces, and provide a means of improving mutual defense.

Should deterrence fail, we of course must be prepared to fight, win, and restore peace on favorable terms. That is the traditional role of landpower. To carry out this role, quality men and women must be recruited and trained for land warfare. Modern equipment must be developed, procured, and integrated into the force. Fighting structures—companies, battalions, divisions, corps—must be designed and formed to enable soldiers and their equipment to achieve maximum combat effectiveness. A logistics establishment must be developed to sustain the availability of supplies and replenish losses incurred on the battlefield. Finally, a mobilization base must be developed within the United States which can provide for the expansion and long-term support of military forces.

These past four years we have improved virtually every aspect of the Army's readiness to fight—the

quality of our soldiers; the capabilities of our equipment; the flexibility of our force structure; the organization and size of our Special Operations Forces; the readiness of our Reserve Components; the intensity of our training; the cohesion of our small units; and the esprit and morale of the entire force. The mood of the Army has changed. Today, we know we are good—and getting even better.

SOLDIER QUALITY. The quality of our soldiers, NCOs and officers has risen to the highest levels since the inception of the all-volunteer force. Nearly ninety percent of the Army's recruits in the past two years have been high school graduates. Noncommissioned officer shortages that reached 9,000 in 1980 have been eliminated. And with high quality soldiers and increased NCO strength, all aspects of discipline have improved. Many indicators of discipline are the best in the Army's history.

EQUIPMENT MODERNIZATION. An unprecedented equipment modernization process has provided America's high quality soldiers with technologically advanced weapon systems. Over 3,000 new tanks, 2,000 new infantry fighting vehicles, 550 new utility helicopters, and 100 new multiple launch rocket systems have entered the service since 1980. Simultaneously, the Army has been upgrading a number of other weapon systems and filling long-standing shortages in logistical support equipment. The Reserve Components are sharing in this modernization. The concept is the "first to fight is the first to be equipped."

SPECIAL OPERATIONS. To meet the increasing threat of terrorism and low-intensity conflict, the Army has strengthened its Special Operations Forces. They have been expanded in size, reorganized, and been given a higher priority for equipment. The Army has activated also a third Ranger battalion and a fourth Special Forces Group, and organized a new Ranger regimental headquarters and a Special Operations command headquarters.

INFANTRY FORMATIONS. The development of the 9th Infantry Division (Motorized), the ongoing conversion of a conventional infantry division to a newly designed, 10,000-man light infantry division, and the activation of a new light division are important changes which are making significant improvements in our deterrent and war fighting capabilities within available resources. These force structure initiatives respond to emerging threats and improve our ability to execute AirLand Battle doctrine.

We will field several light infantry divisions which provide greater employment options and improve the Corps Commander's tactical flexibility to execute joint and combined operations. Correctly employed in cities and close terrain, light infantry divisions in the mid- to high-intensity battlefield free up armored and mechanized formations to counter the Soviets on more suitable, open terrain. At the low end of the spectrum of conflict, light divisions are equally capable of responding to more likely threats of low-intensity conflict.

HEAVY FORCES. We are also in the process of modernizing and streamlining the Army's heavy divisions. The overarching concept is focused on the war fighting capability of the Corps. Under the AirLand Battle doctrine, the Corps Commander is responsible for fighting the battle; therefore, he must be given the resources to execute the mission. The modernization program for heavy forces will continue, and these refinements to Division 86 designs will streamline infantry and armor divisions to make them more effective fighting forces.

RESERVE COMPONENTS. Since 1980, the role of the Reserve Component forces—the National Guard and Army Reserve—has been expanded and their readiness made a higher priority. These moves resulted from the recognition that the Active Army can meet no major contingency without the Reserve Components. Today forty-six percent of our total Army combat support and nearly seventy percent of our combat service support come from National Guard and Reserve units. In the future, roughly fifty percent of the Total Army combat support will come from the Reserve Components. In the past four years, Reserve Component drill strength has been increased from 562,000 to over 670,000 and full-time manning has increased more than thirty-five percent. Modernization of Reserve Component equipment is underway. This year over \$900 million of new equipment was issued and next year \$1.4 billion is planned. Better integration of Reserve Component elements into Active Component training, war planning, and exercises has strengthened the Total Army.

SUSTAINABILITY. Force sustainability—the staying power of our forces in combat—has also been improved, and the future looks even brighter. However, building stockpiles of war reserve supplies and replacement equipment is a slow and expensive process. Long lead times for procurement have delayed the impact of funding increases. Nonetheless, ammunition stocks have risen from sixty-five percent to approximately seventy-eight percent of the Army's

objective. Reserve stocks of major items of equipment have been increased significantly in Korea and in Europe. Since 1979, agreements for wartime logistical support of U.S. forces have been negotiated with twelve allied nations.

TRAINING. More challenging training has also improved force readiness. The National Training Center (NTC) in the California desert began full-scale operations in 1982. It provides intensive and demanding training that pushes units to the maximum. Rigorous training at the NTC and elsewhere helps insure that tactical mistakes will occur in training exercises, not on the battlefield. The Army-wide introduction of the Multiple Integrated Laser Engagement System permits units to conduct two-sided, free-play engagements with accurate weapons simulations and immediate casualty assessment. New tank and fighting vehicle conduct-of-fire trainers allow precision gunnery training with computer imagery substituting for live ammunition. In addition, basic training time for recruits was increased from seven to eight weeks in October 1981, and officer basic training time increased, on average, from fifteen to seventeen weeks. Finally, our non-commissioned officer education system is the best ever. It provides the training, education, and professional motivation necessary to prepare our soldiers for positions of greater responsibility.

PEOPLE-ORIENTED INITIATIVES. To meld our soldiers into close-knit units, several people-oriented initiatives have been launched. A new manning system has been established to foster cohesion at the lowest level and to increase stability in assignments. The regimental system has been created to enhance the identification of soldiers with their units and with the traditions of those units. While we are working to strengthen "traditional ties," we are also developing new, stronger bonds between the Army and the families of our soldiers. We recognize our moral and institutional obligations to the physical, spiritual, and intellectual needs of all Army family members, and have instituted a comprehensive plan to address these needs. For these reasons, 1984 has been "The Year of the Army Family," and concrete initiatives are underway to provide better support for the family.

ARMY SPIRIT. Most importantly, the past four years have witnessed resurgence of the Army's spirit and self-confidence. This state of mind reflects improvements in personnel, equipment, and doctrine. Even more significant has been the renewed support and confidence reposed in the Army by the American people. This possibly is the most important factor in the transformation of the post-Vietnam Army into the superb fighting force it is today.

The professional competence displayed by Army forces in the Grenada operation served to confirm that great progress has been made. Operating jointly with the Air Force, Navy, and Marines, Army forces deployed on extremely short notice, reacted well to a dangerous situation on the ground, and accomplished their missions—rescue of the students and restoration of public order—rapidly and with minimal casualties to the local populace.

All this suggests that the Army is in transition. Our capability to deter conflict has improved substantially at all levels, but the future is not without significant challenges. I am most concerned about four: leadership, innovation, stewardship of resources, and jointness. These challenges are not new. The men who planned the Normandy invasion over 40 years ago and the courageous, determined soldiers who executed those plans triumphed over related challenges of their time.

Those leaders who went ashore on D-Day provided a brand of leadership that spelled the difference between success and failure in the early hours of the invasion. Both in the planning and the execution of the operation, they exhibited flexibility, determination, and innovation. In order to marshal the buildup of strength needed to launch the attack, they had to husband their resources efficiently and make the most out of what they had. This allowed the Allied forces to continue the fight elsewhere in the world. In addition, the military leaders of that era worked together in a spirit of cooperation that was integral to executing successfully the largest joint and combined operation the world has ever seen. In short, they developed a warrior ethic, and we need to do so today.

Leadership, innovation, stewardship, and jointness were the hallmarks of America's effort in World War II. What are the contemporary manifestations of these challenges?

LEADERSHIP Occasionally, today, the question is asked, "Where have all the warriors gone?" Do we have the caliber of leaders required to fight a modern war or is our Army led by men who are little more than military managers? Some ask where are the Pershings, Pattons, and Bradleys of this generation? From my vantage point of over 34 years as an officer, the answer is clear: the great battle captains of the future are brigade, division, corps, and army commanders of today's Army. The warriors are out there—now! They are at all levels of command, caring for soldiers, honing the professional attributes of warriors, and preparing themselves for the challenges of tomorrow. They are made of the same

stuff as the Pershings, Pattons, and Bradleys of yesterday. They are doing the right things—toughening themselves physically, morally, and mentally; training soldiers and units; and providing stewardship over the assets that the nation has entrusted to them. If war comes, these warriors will emerge—just as the great commanders of past wars did many years ago. Remember, our task is to be prepared for war so as to deter it. If we are successful, today's warriors may never be renowned, but our people and our friends will be safe. That is what counts—not headlines.

Very important today, as always, is the ethical base upon which our service must rest. We are bound together by our oath of commission or enlistment. The discharge of our military obligations must uphold the highest standards of behavior. This ethical base is the cornerstone of our Army because it governs the faith that our subordinates have in our leadership. Leaders must understand the human dimension. They must understand that today's soldiers look for steady, caring leadership. In return, the soldier will give his loyalty, his commitment, and if called for, his life. As leaders, we must all ensure we are worthy of such trust. This means being "on parade" 24 hours a day, demonstrating ethical and professional excellence.

INNOVATION. The Army is currently undergoing the most extensive modernization effort in its history. That effort is the product of America's technological innovation. But to capitalize on American know-how, continuous innovation is required, not only for systems and hardware, but for doctrine, organizations, tactics, and training. We also need to work closely with American industry throughout all stages of equipment acquisition. The better we do this up front, the better the manufactured product, and in the end, the better our soldiers can do their jobs and survive on the battlefield.

To encourage creativity and innovation in the Army, we must work hard at developing a command climate in which creativity can flourish. This must be an environment in which soldiers and leaders are encouraged to experiment with new ideas and develop new methods. Commanders should foster a climate in which honest mistakes are accepted as part of the learning process, ideas are shared, and reasonable risk-taking is encouraged, a climate where the mission orders are "do it, fix it, try it" rather than "analyze it, complicate it, defer it." Truly we need to be in search of excellence and to reward it.

STEWARDSHIP To accomplish our missions, the nation entrusts to our care its youth and its resources

There can be no greater responsibility. We must be alert for ways to improve the efficiency, effectiveness, and safety of all our operations, ensuring success. This is both a leadership and a management responsibility. If we fail in this important endeavor, we will waste valuable resources that are needed to enhance the security of the nation.

JOINTNESS. The Army goes to war as part of a joint force. We go to our destination on someone else's sealift or airlift. On the ground we must depend on someone else gathering the deep intelligence for us, someone else providing the majority of the deep-strike capability, someone else providing a good deal of the close air support. Therefore, the Army must continue to take the lead in developing joint service cooperation.

The Army and Air Force have made historic progress in this regard. On 22 May 1984, a joint Memorandum of Agreement was signed to permit better coordination of budget priorities, eliminate duplication of functions, and encourage greater cooperation in AirLand operations. Another initiative was formalized in a Memorandum of Agreement signed on 27 June 1984 by the chief

logisticians of the Army and the Navy. The ultimate objective of this initiative was to achieve a balanced strategic sealift program.

Today's Army is an Army on the move. With soldiers who are well trained, equipped, and supported, and led by leaders who demonstrated personal as well as professional excellence, the American people can be confident that the Army is ready to protect the freedoms of our great nation. Freedom is never free: it is the world's costliest commodity. Lump sum payments are never made; new installments come due in every generation. All any nation can give to each succeeding generation is the possibility of freedom.

American and allied soldiers of previous generations made an investment to insure the peace we now enjoy. The greatest legacy our Army can leave to the generations that follow is that same opportunity to be free. Only by the vigilant commitment of confident and professional soldiers who are motivated by peace, dedicated to freedom, and skilled in their craft, can such a legacy be guaranteed. Freedom can and must endure. Americans can and must be free. Landpower can and must play a key role in assuring peace.

Address at the ASSOCIATION OF THE UNITED STATES ARMY LUNCHEON FOR THE COMMAND SERGEANTS MAJOR

Sheraton-Washington Hotel
Washington, DC
15 October 1984

It is a pleasure to be with you this afternoon. The Association of the United States Army Convention is a great time to renew friendships, to gather new ideas, and to cement special bonding that exists among soldiers, a bonding formed in service to our great nation.

The Army is proud and ready. The quality of soldiers, NCOs and officers has never been higher. Ninety percent of our recruits are high school graduates. Discipline continues to improve. People-oriented actions are underway to foster cohesion at unit level, to enhance esprit and morale, and to improve the quality of life for families. More than 400 modern systems are entering the Army including to date over 2,000 M1 tanks, 1,300 Infantry Fighting Vehicles, 550 Black Hawk helicopters, and 185 Multiple Launch Rocket Systems.

At the same time, training has become more challenging and demanding. Our units have responded superbly, proving their professional competence in Grenada, in the European Tank Gunnery Competition, along freedom's frontiers around the world, and during exercises in Egypt, Europe, Central America, and Korea.

We all can be justifiably proud of what our Army has accomplished over the past few years. But, while we are actively confronting the challenges we face, there is still a need for healthy pessimism. The benchmark for our progress cannot be simply our improvements over the last four years. Rather it must be the peace and freedom we have maintained through these efforts in a complex and dangerous world. The lesson of history is that being prepared for war is the best way to assure that peace and freedom.

As I listen to those who say the Soviets really don't mean us any harm, to the critics of our defense efforts, and to those who would cut the guts out of the defense budget in the name of efficiency, cost-effectiveness, and social equity, I think of a letter from a retired sergeant major who wrote me.

I enlisted before Pearl Harbor. Our infantry company had 65 officers and men. Half worked at riding stables and clubs. We were garrison soldiers and ill trained to defend our country. I'm one who can remember training using wooden weapons against trucks with "tank" written on the side.

Looking back and trying to analyze why our Army was in such a condition, I conclude that the American people had a low regard for the Army. Our Congress echoed their feeling by inadequately equipping the Army.

I wonder whether the people today will support a modern Army capable of defending our country, or will we slide backward once again?

The sergeant major's charge goes beyond dollars—it challenges soldier and civilian alike to rededicate ourselves to the basic values that have made our nation great. We must understand our nation's history and teach it. We must see that its traditions are passed on to the generations that follow in our footsteps.

We must inspire the young, but that can't be done by words alone. It must be done by personal example of ethical and professional excellence. We must set the standards to inspire our young to seek excellence in all they do. That responsibility is as much a part of our stewardship as is the efficient management of the resources entrusted to us.

Above all we must keep our defense strong, for only then can the promise of this great land of ours continue to prosper in peace now and in the future.

President Reagan summed it all up last month when he said, "Let me make one thing plain: we're not out for territorial gain, or to impose ourselves on anyone. But believe me, America must never again let it's guard down." That is our challenge, and we each have a part to play in meeting it.

What is your part and the part of NCOs Army-wide? A few weeks ago I read in the *Washington Post* an arti-

cle which claimed that the British NCO Corps was the best in the world with the West Germans a close second. It is interesting that some newspapers try to write with righteous authority when their personal knowledge and experience is veneer thin.

I was angry when I read that. I was angry because marked improvement has occurred in the professionalism of the U. S. NCO Corps over the last few years. Angry because I sense the resurgence of confidence in our NCO Corps. Angry because I know that our NCO Corps is good and getting better and the article didn't say that.

I later reminded myself that it isn't media recognition that matters, and that being number one only counts on the battlefield, but it caused me to pause and think hard about our NCO Corps and what is necessary, for you and me, to make it even better.

In a letter written on D-Day, General Patton said that:

The influence one man can have on others is a never-ending source of wonder to me. You are always on parade. Officers and NCOs who through laziness and foolish desire to be popular fail to enforce discipline and the proper use of equipment in peacetime will fail in battle. And if they fail in battle, they are potential murderers. There is no such thing as a "good field soldier." You are either a good soldier or a bad soldier.

General Patton's words help explain how we can make the officer and NCO Corps better. To the extent that we influence those entrusted to our care by our examples of personal and professional excellence, the Army will be a better Army. How we develop this influence for positive action, and how we focus it to bring the best out of the quality people and equipment available to us will be crucial to success.

And so for the remainder of the time I have with you, I want to focus on the role that the noncommissioned officer plays in each of the four areas I see as essential to everything that we do in today's Army: training, maintaining, leading, and caring. I ask that each of you think of these factors in terms of the role of the NCO. You, as the NCO leadership of the Army are, in fact, key to all four.

Training:

Our mission is to prepare soldiers and units to win in combat. To do this our training must be tough, realistic, and challenging. The Russians have a phrase: train-

ing tough, battle easy. This training has to be related directly to battlefield requirements. We must identify those tasks that are required to perform our wartime mission and make them the basis for all our collective and individual training programs. Competent soldiers, welded together through tough, realistic battle drills, with professionally competent leaders at the cutting edge, must be our goal. I believe we can do this safely if we work at it and genuinely care for our soldiers. Good training means strong leadership development with you and your fellow NCOs fully responsible for individual training and with the officers responsible for unit training. In the field, it is easy to see that good commanders give a high priority to training their trainers.

Leaders at all levels must be capable of presenting a well-thought-out concept of operations. Then they must aggressively prepare for war fighting with battle drill after battle drill. Training at the platoon level is key to winning because combat at the small unit level has enormous impact on the operational level of warfare. A Korean War historian observed that:

ground battle is a series of platoon actions. No longer can a field commander stand on a hill, like Lee or Grant, and oversee his formations. Orders in combat—the orders that kill men and get them killed—are not given by generals, or even by majors. They are given by lieutenants and sergeants, and sometimes PFCs.

The importance of the small unit leader is being amplified as we begin fielding the world's finest light infantry division. This new division will be a small, flexible and versatile fighting force, capable of responding quickly to a broad spectrum of conflict environments.

These light forces will be fully trained and prepared to engage in aggressive small-unit actions in day or night since all combat soldiers will have night sights. The diverse demands placed on the division will require great flexibility which can only be achieved by maintaining high standards of discipline and physical conditioning, and by extensive training focused on basic combat skills. The austerity of personnel and equipment will be offset by highly trained soldiers and aggressive, skilled sergeants and lieutenants who understand AirLand Battle doctrine and how to use it.

We must train as we expect to fight. We need to ensure that all collective and individual training supports our wartime mission. You, as the Army's senior trainers,

have a key role in making this happen.

Maintaining:

To accomplish our missions, the nation entrusts to our care its youth and its resources. There can be no greater responsibility. As stewards of the Army's assets, we must be alert for ways to improve the efficiency, effectiveness, and safety of all our operations. This is both a leadership and a management responsibility. If we fail in this important endeavor, we will waste valuable resources we may need one day to fight and win.

The very serious responsibility for maintaining what we are given is based on the hard reality that we will never have all the equipment, supplies, facilities, and funds we require. On the battlefield, we will be short because of combat losses, accidents, interruptions in the supply system, or just insufficient resources to fill all needs. Thus, a well-trained soldier must be taught to maintain and conserve what he has—in peace and war.

The key to good maintaining is to change the way we think about maintenance. We have grown up, by and large, in a peacetime Army where we have separated training from maintaining. We go to the field, train for four, five, six days, and then we come back in, stand down, and we maintain.

We cannot separate training from maintaining and standing down to maintain at the National Training Center, we could not stand down in Grenada, and we cannot stand down if we go to war. We have to maintain as we go—integrating the maintenance mission into our peacetime training—and train for our wartime mission as we maintain. We have to change our way of thinking to recognize that training and maintaining go hand in glove, that we have to do exercises in the field where we maintain at the same time. That means, changing the mind set and culture as to how we look at training.

This is the only way we will be able to meet the maintaining challenges before us, building on the substantial improvements already made to support better our soldiers. It will take a dedicated effort from each of us to continue this progress.

Leading:

General Bradley once said that:

Unless each non-commissioned officer has

capabilities in excess of the responsibility he holds, he is an unprofitable part of a military machine.

What he means is that NCOs must continue to improve themselves if they are to grow and to lead successfully.

The effective noncommissioned officer is one who is looked upon by his soldiers with professional respect, because he provides them with sound information on how to do the job, how to handle the equipment, how to perform tactically, how to cope with "the system," because he teaches them. Building on that confidence, those soldiers will seek their sergeant's counsel on matters more stressful and more personal. The resulting soldier/sergeant relationships are essential elements in building cohesive units—units that will hang together and perform aggressively and successfully on the AirLand battlefield.

On that battlefield, the difference between victory and defeat very likely will be the leadership of NCOs. Recognizing this fact, we have made NCO training our number one priority and we are moving to provide all NCOs with leader training that is driven by AirLand Battle requirements and doctrinally linked with the training given their commissioned counterparts.

But as senior leaders and trainers, it is up to you to teach and coach. Picking up where the schoolhouse leaves off you are tasked with developing noncommissioned leaders. You can do this only if you create a learning environment for your NCOs by fighting to see that they are given responsibility commensurate with their rank and capabilities, trained to do their jobs, and held accountable for their performance. You must continue to impress upon them that one of the most important jobs they do is to provide their soldiers a sense of identity with the unit—a sense of belonging and support.

That leads me to my fourth essential.

Caring.

It's been said many times that the sergeants are the backbone of the Army—and I can find no way to improve upon that thought. The NCO Corps is indeed the lifeblood and the strength and the muscle of our

force. You are the ones who translate missions from theory into reality—and in so doing—have a hands-on role in safeguarding our nation. A soldier can ask for no greater trust than that.

As leaders today, we must understand the human dimension. We must understand that today's soldiers look for steady, caring leadership. In return, the soldier will give his loyalty, his commitment, and, if called for, his life. As leaders, we all must ensure we are worthy of such trust. This means being "on parade" 24 hours a day, demonstrating ethical and professional excellence as we care for soldiers and their families.

You as senior NCOs have a special opportunity to demonstrate this concern for the soldier and his family. Special because you are so much a part of their daily lives, always sharing and coaching and most importantly, teaching soldiers, NCOs, and young officers.

I think the sergeant major who wrote me the letter I quoted earlier would be reassured today. Reassured by the new patriotism that is spreading across our country. Reassured by the confidence in our military and its professional capabilities. Reassured by the quality of our soldiers and their Noncommissioned Officer Corps.

But we must never forget that those of us who value freedom must be prepared to resist any threat to it whatever form it takes, and whenever and wherever it occurs.

And that although freedom is a gift of God, freedom is never really free: it is the costliest thing in the world. And freedom is never paid for in a lump sum. New installments come due in each generation.

All our nation, or any nation, can give to each new generation is the possibility of freedom. We cannot inherit freedom any more than we can inherit virtue or character.

I believe the American people can be confident that this proud and ready Army is prepared to protect the freedom of our great nation. I believe the Noncommissioned Officer Corps is more than equal to this important mission.

Address at the ASSOCIATION OF THE UNITED STATES ARMY ANNUAL MEETING

Sheraton-Washington Hotel, Washington, DC
Tuesday, 16 October 1984

Good afternoon. I am proud to address the members and friends of this Association today. I welcome the opportunity to be among those who acknowledge the essential role of the armed forces in maintaining the security of our nation, those who share a concern about the spirit and strength of our military forces, and those who are action-oriented in providing support for the United States Army.

The presentation, "Today's Army: Proud and Ready," was a stirring rendition of our Army's history. We saw that people have always been "stage center" in the Army, even in the days of the Continental Army. In fact, in 1798, George Washington said to Henry Knox:

My first wish would be that my military family, and the whole army, should consider themselves as a band of brothers, willing and ready, to die for each other.

As many of you know, Secretary Marsh and I have declared the 1984 Army theme as the "Year of the Army Family." This theme builds on and continues efforts from previous themes just as next year's theme will continue the efforts related to the Army Family. Today I want to discuss the readiness of the Army Family: a family of components, a family of units, and a family of people.

We are all concerned about the threat of war, the Soviet military buildup, the rise of international terrorism, the proliferation of sophisticated armaments, and the growing dependence of the United States and its allies on overseas resources. There's no evidence that the threats to our security interests and peace will diminish. Therefore, readiness is the Army's number one task. We must be ready to go to war at a moment's notice, and being ready for war is the best way to assure peace. Grenada is a graphic example.

I mentioned that the Army is a family. First, we can say we are a family of components. We are a Total Army, an Army that consists of an Active Component, Reserve Components (the Army Reserve and the National Guard), and a civilian component.

Today, forty-six percent of our combat support (fifty percent in the future) and nearly seventy percent of our combat service support comes from Reserve Component units. Forty-two percent of our divisional combat capability comes from the Army National Guard. There are over 250,000 members in the Individual Ready Reserve. Army civilians serve in the United States and 39 other countries around the world. If we go to war tomorrow, it will be the Total Army that fights for and secures the peace.

Contrary to some reports, the readiness of the Total Army has improved dramatically. Our soldiers are the best I have seen. The Active Army is recruiting top-quality people (almost 91 percent HSDG, less than 11 percent category IV). With higher quality men and women joining the service, the state of discipline throughout the Army is superb: the indicators of morale and discipline are at all-time highs. In the Reserve Components, unit drill strength is up significantly (562k to 670k, 19 percent increase) and full-time manning is on the upswing (increased from 6 percent to 9 percent, and eventually going to 10 percent.)

Equipment modernization is proceeding at a rapid pace. The most massive modernization program in the Army's history is underway—over 400 new systems are programmed to enter the force. To date, we have fielded over 2,000 Abrams tanks, 1,300 Bradley Fighting Vehicles, 550 Black Hawk helicopters, and many other pieces of equipment that will provide the benefits of modern technology to American soldiers on the battlefield.

Under the concept "the first to fight, is the first to be equipped," the Reserve Components are getting their share of new equipment. This year, the Army Reserve and National Guard are receiving \$900 million worth of new equipment; in 1985, they will get \$1.4 billion in new equipment; and, in the next five years, they will receive almost \$5 billion worth of new equipment.

Training has improved significantly. Short of combat, the National Training Center provides the most challenging training found anywhere in the world. Units train against opponents using Soviet-style tactics and

equipment. This year, 24 battalions—including one Reserve Component battalion—will rotate through the National Training Center. Next year, 28 battalions—including five Reserve Component battalions—are programmed to train there.

Modern training devices and simulators are being procured: for example, improved laser engagement simulators (MILES), flight simulators, battle simulation systems, and tank gunnery simulators. This year we have spent \$550 million for training devices and simulators, a five-fold increase since 1980. Effective use of these devices provides higher quality training, adds greater training flexibility, saves dollars, and results in fewer training accidents.

Range modernization results in soldiers who are better trained to fight and survive on the modern battlefield. With the help of Congress, funding for ranges has increased significantly in the past four years.

Also, Reserve Component Overseas Deployment Training has increased almost four-fold since 1980, providing demanding out-of-country training for Reserve Component personnel and units. Participation of Army Reserve Civil Affairs personnel in Grenada is an example of this training and demonstrates the reality of the Total Army.

Logistical support has improved substantially. Increasing the fill of our wartime equipment stocks in Europe and Korea (POMCUS up 70,000 tons) has reduced deployment times and strategic lift requirements. Increases in depot maintenance funding (up 71 percent) have reduced maintenance and repair backlogs (down 28 percent). Improved inventory levels of War Reserve Stocks (up 28 percent) help to sustain our combat efforts until the nation's production base can accommodate wartime resupply demands.

These are only a few of the indicators that tell the Total Army's readiness story. The Army is better manned, equipped, trained, and supported than at any time in recent history.

I want to add that in the family of components (the Total Army), I include our retirees. They are a link to our distinguished past; and, from them, we draw strength and encouragement for the future. The slogan "U. S. Army Retired — Still Serving" signifies the supportive attitude of a special group of people whose talents we in the Active Army are trying to tap fully.

The "Total Army," then, is a formidable force. When one adds up the Active and Reserve Component mem-

bers, civilian employees, and retirees—and all their family members—landpower is six million strong.

The second way one can look at the Army is as a family of units. Our soldiers belong to squads, crews, or sections, and they belong to companies, battalions, brigades, and divisions. In a sense, units are families. We are working hard to ensure that the health of these units is the best it can be.

For example, unit cohesion is the goal of the Army's new manning system, or the "COHORT" and "regimental" systems. These programs were designed several years ago to improve readiness by keeping soldiers together in units for longer periods of time.

The results, so far, are encouraging. Soldiers in the initial COHORT units appear to be doing better than the Army average in several measured activities. They score high on common task tests, and they reenlist at rates that exceed the Army average. Finally, their attrition rates are less than non-COHORT units, and they have fewer disciplinary problems.

However, soldiers, not statistics tell the story. Let me pass on some quotes from soldiers in COHORT units. They say: "I know the strengths and weaknesses of everybody in the unit." "I know these people better than I have ever known any soldiers in my career." "We know what each man is capable of." "We know who might fail or who will need more support than someone else." "We're like brothers." "We're like a family."

These soldiers feel good about their units. That is how we want soldiers to feel about their tank crew, their howitzer section, and their infantry squad. The Israeli and British armies know something about unit cohesion. They know that in cohesive units—where there is strong bonding between leader and led—there are fewer casualties resulting from the shock of battle.

Thus, unit cohesion is a force multiplier in combat. The COHORT concept is being expanded to include battalion-sized units. Eight stateside and Europe-based units have been selected to participate in 1986; and, in the future, we see similar exchanges between the Continental U.S., Alaska, Korea, and Panama. We are extending the concept in a measured, thoughtful way, to ensure that the intended benefits are achieved.

The third way one can look at the Army is as a family of people, the traditional view. General Eisenhower said that: "... attention to the individual is the key to success because American manpower is not only our

most precious commodity—it will ... always be in short supply.” The Army has always had a moral responsibility to take care of its own. Today, however, we understand that there is a direct correlation between better care for the Army family and enhanced combat readiness.

If the soldier knows that his family is provided and cared for, he'll do his job better and his unit will be more capable. On the other hand, if he believes that his family is not being taken care of, his morale will drop, and combat readiness will suffer.

Conversely, if the Army takes care of its families—if it provides and genuinely cares for their needs—then our families will support the Army's missions and reinforce the efforts of our soldiers. To the extent we can make Army families feel better about the Army, and the family support provided by the Army, the better will be the soldier, the Army, and our defenses.

The operation in Grenada provides a clear example. Our soldiers and units performed superbly. A less acclaimed, but equally important part of that success was the role played by Army families. Within the 82d Airborne Division at Fort Bragg and the Ranger battalions at Fort Stewart and Fort Lewis, family members operated support groups to inform and assist themselves and to reduce demands on the deploying forces.

Further, they assisted by packing health and comfort items for shipment to Grenada. For the first time, family members were part of the notification teams that informed families of casualties, and they provided a support system for the affected family members. By the same token, our soldiers were confident the Army was concerned about their families and would assist them if needed. This operation exemplifies the nature of the two-way commitment that exists between the Army and its families.

The Army is an institution, not an occupation. Soldiers take an oath of service to the nation and the Army, rather than simply accept a job. As an institution, the Army has a moral obligation to care for its service members and their families. They, correspondingly, have obligations to the nation and the Army. These obligations are unique because the soldiers must accept an unlimited liability contract, whereby some day they may be called upon to give their lives for their country.

In January 1984, we published a Family Action Plan, a plan designed to meet the specific needs of Army families. It recognizes resources are limited, and it balances

family programs with other readiness priorities. We are “moving out” on those programs that can be implemented within our existing resources and we intend to continue the momentum in future years. I am personally committed to improving the human dimension of our combat readiness.

I am proud of what we have accomplished to date. Our initial efforts have concentrated on issues that have a high payoff and a low cost. Three themes emerge: partnership, wellness, and a sense of community. Let me describe briefly some of the programs which support these themes.

For instance, family support groups and command team training are two good examples of establishing a partnership whereby the Army and family members work together to enhance Army life. Family support groups are informal networks of volunteers who enrich family life on a continuing basis and provide assistance to families during unit deployments. Command team training prepares leaders and their wives to establish programs in the command that bond partnerships between soldiers, their families, and the unit.

Our Family Advocacy Program highlights our concern for developing wellness among our families. This program addresses the problems of spouse and child abuse through detection, prevention, and education. We draw on the characteristics of our many healthy families to help those needing assistance. Here the logic is to capitalize on what is working well.

Our voluntary programs such as Army Community Service and youth activities provide a sense of community, a sense of belonging, for those who provide support through voluntary efforts. These programs, in turn, benefit the entire Army community. In each of these initiatives, the Army chain-of-command, at all levels, is actively involved.

Other programs include funded student travel, local seminars, family safety programs, and research and evaluation of family programs. In FY85 we will spend \$72 million (non-construction) for family programs. In the future, we intend—with strong support from Congress—to double that amount and more.

Our programs will include resources to accelerate the upgrade and construction of child care centers and physical fitness centers and to provide additional resources for our exceptional family program. New programs will support ACS missions such as financial assistance and consumer education programs, supervision

of home-based child care, family member employment referral programs for both salaried and volunteer jobs, and family service coordinators to provide counseling and other support services for exceptional family members.

These efforts indicate the Army's commitment to the human dimension. Do they make a difference? You bet they do!

Specialist Four Robert Buckley, from Ft. Bragg, told a story to a member of my personal staff last week that explains the nature of the two-way commitment we want between the Army, its soldiers, and their families:

Specialist Buckley, while parachuting from an airplane, suffered an aneurysm in the brain. A serious operation took place, and medical experts were doubtful about his chances for survival. But he did survive and today he puts it this way:

Life's difficulties are always cropping up, but, in the Army, people make up for the things that go wrong. There is always someone who will help.

When the doctors thought I would never make it, my unit never gave up. They stayed behind me, my wife, Anita, and my family the whole way.

Words cannot express my thanks and the thanks of my wife for the care that my company commander, my first sergeant, and my Army buddies showed us during the most difficult time in our lives. That's what the Army is all about—taking care of each other. I appreciate what the Army is doing for families, and I'm proud to be a soldier.

Specialist Buckley's statement needs no elaboration from me. Where there exists a two-way commitment, the Army, its soldiers, and their families will contract a partnership—a partnership that directly enhances Army readiness.

Much has been accomplished; much remains to be done. We will need the strong support of this Association—and of the entire Army community—as well as the support of Congress to fulfill the obligations we have to those who serve in defense of our nation.

A soldier in one of our earlier wars carried the following prayer:

I asked God for strength, that I might achieve
I was made weak, that I might learn humbly to obey.
I asked for health that I might do greater things
I was given infirmity that I might do better things
I asked for power that I might have the praise of men
I was given weakness that I might feel the need of God
I asked for all things that I might enjoy life
I was given life that I might enjoy all things
I got nothing that I asked for—but everything I had hoped for
I am among all men, most richly blessed

All of us—soldier and civilian alike—are richly blessed to be Americans. We have God's gift of freedom; a gift protected by those who went before us, a gift we in turn must protect for our children. Those of us who serve in the Army are further blessed because we have the privilege of serving the greatest nation on earth when our service most counts.

Thank you and God bless you.

AMERICAN LEGION

November-December 1984 Edition

Today's Combat Soldiers: Trained to Fight and Win

There is widespread debate about whether or not U.S. military forces are properly structured to meet contemporary and future global challenges. The operative elements of military strategy—landpower, seapower, and airpower—are under scrutiny. The Army is, of course, most concerned about landpower, traditionally the decisive arm of military power.

However, the key is balance. Landpower, seapower, and airpower—combined with allies—must work together to protect national interests.

Readiness is our most important task, and substantial improvements have occurred over the past four years. Our soldiers are the best I have seen in over 34 years.

We are modernizing our equipment with the best technology American industry can provide, and our training as well as sustaining capabilities have improved significantly.

In an age of strategic nuclear parity, landpower is taking on increased importance. Conventional ground forces play an important role across the entire spectrum of conflict. They provide both a deterrent and a war fighting capability. Landpower's utility stems from its capability to exercise direct, continuing, and decisive control over land, resources, and people. Only landpower is—at once—visible, usable, flexible, and credible.

Landpower contributes importantly to deterrence of mid-to-high intensity conflict. It raises the nuclear threshold and demonstrates American willingness to honor its commitments. A strong conventional deterrent must be maintained in Europe, Southwest Asia, and Northeast Asia. Furthermore, military support and assistance can enhance stability and improve prospects for deterring conflict in troubled areas of the world.

Should deterrence fail, landpower provides a war fighting capability that has utility in low-intensity as well as mid-to-high intensity conflicts. Given the Soviet ability to project power worldwide and the increase in terrorism and insurgency in the Third World, low-intensity conflict is the most likely challenge we face in the future.

The Army, the mainstay of American landpower, must organize, train, and equip its forces first to *deter*, and second, to *fight and win* if deterrence fails. To accomplish these tasks, we are shaping today's landpower to meet tomorrow's challenges. We are developing forces that are more flexible, responsive, and deployable. In short, we are increasing the strategic flexibility of the Army.

To accomplish this aim, money and manpower must be carefully managed. In addition, we must continue with our heavy force modernization program—the most extensive in our peacetime history. Over 2,000 Abrams tanks, 1,200 Bradley Fighting Vehicles, 100 Multiple Launch Rocket Systems, and 550 new Black Hawk helicopters have entered service since 1980. Their fielding will not be completed until the mid-1990s.

We must have a proper balance between heavy and light forces. Predominantly heavy forces are necessary to protect our security in Europe and to a lesser degree

in Korea and the Persian Gulf. Light forces are required for those contingencies calling for rapid response and strategic deployment.

Balance will be restored in several important ways. The 7th Infantry Division is being restructured to a light division design; a 17th active Army division (also light infantry) will be activated in FY85; the 9th Infantry Division (Motorized) will sustain our efforts to capitalize on high technology; and a third Ranger battalion and a new Special Forces Group will be organized. Additionally, our armored and mechanized divisions will be realigned in order to streamline certain combat, combat support, and combat service support elements.

The key to modernizing our light forces is the new light infantry division. Rapid deployability is key. Although only 10,000 soldiers strong, the light division will have a better "tooth-to-tail" combat ratio than other divisions. It will deploy overseas in one-third the time needed by current divisions. This capability gives us strategic flexibility. The light division is configured primarily for low-intensity conflicts; however, it can be used also in mid-to-high intensity conflicts by augmenting its combat power and sustainability with tailored corps units.

We are also upgrading the quality of our Reserve Components. National Guard and Reserve units have become a top priority. In FY84, over \$900 million of new equipment was issued to the Guard and Reserve, and this year we plan to issue over \$1.4 billion. Today, forty-six percent of our combat support and seventy percent of our combat service support come from the Reserve Components.

"Jointness" is a key to success. Earlier this year, General Gabriel, the Chief of Staff, Air Force, and I signed an Army-Air Force Memorandum of Agreement that will better coordinate budget priorities, eliminate duplicative functions, and promote more efficient operations in wartime. A similar initiative was signed this summer by the chief logisticians of the Army and the Navy.

The Army is moving forward to improve the readiness of its forces. We are creating an Army that is more strategically flexible—ready and better suited to meet tomorrow's challenges. Shaping America's landpower now is necessary to assure peace with freedom for future generations of Americans.

Foreword in **SOLDIER SUPPORT JOURNAL**

November-December 1984 Issue

To Army Leaders of all Ranks

Would you give your life for a civilian corporation?

Probably not. Only soldiers are in the business of pledging their lives to a higher calling. While comparisons are sometimes made, the Army is not a corporation. It is an institution, a profession, a way of life—not just an occupation. Corporations do not have oaths, professions do. You and I, and every other soldier in the Army, have taken an oath of service to our nation; an oath that could demand from us the ultimate sacrifice of our lives.

But it is not a one-way street. In return for our commitment to that oath, the Army assumes moral and ethical obligations to its soldiers and their families. They have the right to expect that the Army will care for their needs. Moreover, enhancing soldier and family readiness is the same as enhancing Army readiness. The

Army meets these obligations through each of us—the leaders of today's Army.

Throughout the Army, we are implementing far-reaching programs that will affect how we care for Army soldiers and families, now and in the future. But, as one young soldier recently told me, more than programs, "you've got to get the commanders to care." What a simple, yet challenging statement.

This edition of *Soldier Support Journal* outlines some of the tools we should use to take better care of our soldiers and their families. Put them in your leadership tool kit. All of us must keep in mind the young soldier's request—get commanders to care. We must act as if the fate of our nation depends on leading and caring. Because it does!

ARMY RD&A

January-February 1985 Edition

Innovation: The Tough Requirement

We are living in a rapidly changing and hostile world. New technologies are developing faster than our materiel acquisition process is able to integrate them. Demographic trends are yielding a shrinking manpower pool from which we must compete for quality recruits. At the same time, economic cycles—often driven by dwindling natural resources—are intensifying political tensions around the world. Thus, the threats that present challenges to the United States Army are more diversified and more sophisticated. Faced with these changes and threats, how will the Army be successful?

At the moment, the Army is undergoing the most extensive modernization effort in its history. That effort contains the products of past innovation such as turbine engines for the M1 tank, night vision devices for soldiers and equipment, extensive adaptation of electronics and computer technology for C³I systems, light infantry divisions, and the hi-tech division to name just a few. However, more innovation will be required in order to

meet the challenges of the future, especially to develop our doctrine, organizations, tactics, training, materiel and leaders. We must stretch the benefits of all the resources that are entrusted to our care to achieve the maximum return on our investment.

However, as with any bureaucracy, institutional dilemmas exist in the Army that tend to dampen our ability to innovate successfully. This article, using Army Aviation as an historical example, examines the process of innovation and suggests some approaches for overcoming the debilitating effects of these dilemmas. As we proceed, we should keep in mind the following quotation from the book, *In Search of Excellence*: "The new idea either finds a champion or dies No ordinary involvement with a new idea provides the energy required to cope with the indifference and resistance that major technological change provokes—Champions of new invention display persistence and courage of heroic quality."

The Lessons of History

In 1983, my predecessor and I decided to organize a new combat branch—Army Aviation. This event culminated a process of innovation that began in World War I and that had to overcome numerous challenges along the way. The first challenge was how to observe artillery fire from the air. The end of World War I found aerial observation in the military services at a crossroads. The hydrogen-filled, captive balloon was to be phased out because it was vulnerable to attack by hostile fighters and anti-aircraft fire.

Having bought its first airplane in 1909, the Army developed the fixed-wing aircraft for aerial observation on the battlefield. The Army Air Corps was created in 1926, and it furnished the planes and pilots while field artillery units provided the air observers to adjust artillery fire. Doctrine specified that artillery observation planes should be attached to Corps headquarters, and they would provide direct support to subordinate units on a mission-by-mission basis.

The doctrine had serious shortfalls. For example, the requirement for aircraft to have secure, hard surface runways meant that airfields were located at long distances from the front lines. Thus, responsiveness to combat units was usually slow. Upon arriving at the front lines, the air observer then had to locate the guns and enemy targets—using additional precious time—when time-on-station for target acquisition was limited in any case. These deficiencies were well known, and they inspired much complaining but little else. The inertia of the “system” was stifling the needs of the users. There was no real champion for a new idea—nor were there any resources.

However, with the outbreak of World War II, a champion and the resources emerged. Field artillery units were desperate for better observation of artillery fire from the air. Their clamor attracted the attention of the civilian aircraft manufacturers of that era. Aggressive businessmen, they entered the “marketplace” and placed civilian aircraft (with company pilots) at the disposal of senior field commanders in every large-scale Army maneuver conducted during 1940 to 1941. During the maneuvers, the old way of doing business was invalidated; instead, the observation aircraft landed at field headquarters sites, well forward on the battlefield, rather than distant airfields in the rear. Response to the front-line combat units improved significantly. Inevitably, the idea began to emerge, why not make air observation organic to field artillery units?

The Air Corps “experts” were opposed to such a heretical idea. Opponents claimed that the field artillery couldn’t fly planes from roads and small fields; if they could, they couldn’t perform maintenance in the field; and, even if they could fly and maintain the planes, they’d be shot down the first day that they flew in battle. The Air Corps was not about to let the air observation mission slip from its hands. They were out to protect their “turf.” The “system” was still attempting to prevail over the needs of the users.

Despite strong opposition, the idea of organic air observation for field artillery units would not die. The field commanders who had been well served during the maneuvers were enthusiastic in their support. Air observation for field artillery fire support was a combat multiplier that was not going to go away.

The outbreak of World War II created a sense of urgency and provided the impetus for change. The Chief of Field Artillery soon tested at Fort Sill the applicable doctrine, tactics and maintenance. Test personnel consisted primarily of volunteer field artillery officers and enlisted personnel having civilian pilot licenses. The aircraft manufacturers sent experienced people to help. The tests proved that artillery units needed organic aircraft, pilots, and observers. Fire support on the battlefield was about to take a measurable step forward. On 6 June 1942, the War Department issued a directive establishing “Organic Air Observation” for the field artillery.

What did it take? It took people willing to be champions of a new idea, innovation in the field, industry-Army partnership, flexible minds and organizations, persistence, and courage. All these factors were critical to success, but it still took over twenty years to overcome the inertia of the “system.”

While World War II proved the value of Army aviation in support of the ground forces, the Korean War extended those concepts and proved that aviation’s potential was almost unlimited. With the introduction of newer airplanes and helicopters, the Korean battlefield spawned new ideas about air mobility and aerial medical evacuation. Yet, when the notion of helicopter fire support emerged, the “system” again was tough to overcome.

After the Korean War, various experiments, mostly unsuccessful, were conducted using armed helicopters. In December 1956, discouraged by unfavorable reports, the commander of the Army Aviation School asked

Colonel Jay D. Vanderpool to undertake a special project to build and test weapons for use on armed helicopters.

Vanderpool started out with a few helicopters, a few rockets, and no gunsights. His biggest asset was a group of people who believed enough in the concept of armed helicopters to give up their evenings and weekends for the project. These aviation pioneers were called "Vanderpool's Fools," but they planted and nurtured the seeds that gave birth to our current family of armed helicopters.

Similarly, in the early 1960s, responding to the infantryman's lack of tactical mobility, the Howze Board was formed by Department of the Army to consider how to exploit fully the potential of rotary-wing aircraft. As a result of the Howze Board, we formed the experimental 11th Air Assault Division (Test) which later became the 1st Cavalry Division (Airmobile). Air mobility became more and more important, by the late 1960s, no major battle was fought in Vietnam without helicopters providing transport, reconnaissance, surveillance, communications, medical evacuation, resupply, and firepower.

Our Army, by overcoming substantial internal resistance, had led the world in the development of air mobility and the use of helicopters. The prevailing factors behind this long-term process of innovation are classic teaching points to study as we strive to encourage innovation in today's Army.

First, innovation had to be mission-oriented. The innovative ideas came from the users in the field. New ideas were developed by those who understood the demands of the battlefield, and these ideas had to be tested and validated against those same standards.

This important factor is found in battlefield innovations performed by soldiers in today's Army and by our allies. As examples, there are the Rangers, who parachuted into Grenada from 500 feet and turned the Cubans' own anti-aircraft guns against them, the British, who had to improvise an aircraft carrier out of a cargo ship during the Falklands War, and the Israelis who had to use remotely piloted vehicles and drones in the Lebanon War to conserve their pilots and aircraft.

Users are where the action is. They are usually younger, more imaginative, and less cautious; they have the most incentive to overcome the problems that make their jobs harder and reduce their chances of survival in combat.

Second, command climate—this was key—had to be supportive. Where the pressure existed for zero defects, no mistakes, and strict adherence to dogma, then we see that innovation languished. But in a supportive climate, we see that innovation flourished. A supportive climate let "Vanderpool's Fools" understand that their work made a difference, they realized not only that they could innovate, but also that they had to innovate. They were sheltered while their ideas grew. The typical bureaucratic concerns of "lead time," "coordination," "standardization," and so forth were somehow managed until innovation could flourish.

Third, the school system had to play a crucial role in the process. Innovation does not necessarily have to occur in the schools—often it will not. But schools must teach the fundamental competence that soldiers need to perform their jobs. The ability to innovate requires knowledge and experience. Innovation cannot spring from ignorance. And, schools must foster an innovative spirit so that our users cease imitating and make use of their imaginations.

Finally, those who pushed for change had to resist the temptation to rest on past laurels. The aviation champions were never satisfied. They kept developing the potential of aviation. They were irreverent, in a sense, because they refused to accept the conventional wisdom. They kept looking for a better way. In doing so, they developed a combat capability that is integral to the combined arms team in today's Army.

Overcoming Institutional Dilemmas

These examples from Army Aviation demonstrate that we can find innovative solutions to military problems and enhance our combat capabilities. But, why is innovation the tough requirement? The answer, it seems to me, is wrapped up in three institutional dilemmas that we—and institutions like the Army—must face. These dilemmas tend to make innovation difficult, thus, we must learn to dominate them. While they will never be completely resolved, the payoffs will be significant for any progress that we accomplish.

First is the *material acquisition dilemma*. In a rapidly changing environment, the technologies are evolving faster than our development and acquisition process can produce military materiel. On the one hand, there is a temptation to modify each item so that it is updated with the latest high-tech innovations; on the other hand, we recognize that continually changing requirements result in equipment that is never fielded and excessively expensive. How should we deal with this dilemma?

Simply stated, we must shorten the acquisition cycle. The Army and its contractors, as a team, must pay the price up front. We must construct the proper contracts with adequate funding to generate many alternative concepts.

We must get our soldiers and units involved early in the process. We must strengthen the contacts between our R&D labs and our users so that we focus on soldier needs. We must get more of the contractor engineers in the field (as the aircraft manufacturers did) to find the best solutions and to "cross fertilize." This is where, for example, innovative concepts of composite technology in the aviation industry can be applicable to making Army equipment lighter, and therefore more deployable tactically as well as strategically. We must get more users into the program manager staffs to keep our efforts on course. We must terminate "failures" early (without recrimination) and shift resources to reinforce our successes. And, there will be times when military, contractor, and elected officials must "take the heat" of bad publicity for justified "failures" to protect the "Vanderpool's Fools" while they do their work.

The Organizational Dilemma. User orientation and resultant innovation require responsive organizations. This tends to mean that we need more informal structure than formal, horizontal structure rather than vertical, streamlined headquarters rather than staff heavy, and top leadership knowledgeable and in touch with the action rather than insulated by multiple levels of command and staff. The intent is to shift the focus toward the requirements of the users rather than the "system."

Yet, the Army (and government) has structured its organizations to accomplish its missions in a way which is almost diametrically opposed to these characteristics. We are oriented on the demands of combat, which require multiple echelons of command and staff oversight. We are also responsive to our appointed and elected leaders, whose responsibility demands investigative oversight and control.

How can we meet the challenge of establishing an innovative environment and still retain the necessary command and control that is mandated by the demands

of combat and by law?

We must adjust our organizations to leverage the personal contact of our leaders with their soldiers. Napoleon once said, "The personality of the general is indispensable." We must look for ways to reduce our staffs and push the talent and responsibility downward, and we must reduce the number of decision makers that must reach a consensus. Otherwise staff hegemony can develop which tends to obliterate leadership and generalship. We must guard against the harmful effects of "protecting turf" when it is not in the best interests of the user.

The Standardization Dilemma. Innovation is generated and thrives in a nonstandard environment. Different units might have different tactics, procedures, and materiel. Yet military experience and economy must favor standardization of doctrine, tactics, equipment, organizations, and training methods. How can we encourage doctrinal and tactical innovation in our units without overturning the essential standardization which makes us able to function effectively in combat?

The Army must relook its requirements for standardization continually, because while we gauge our adversaries they must not be allowed to gauge us. We must eliminate standardization for its own sake and retain only that which is necessary. Standardization tends to prevent the development of individuality and independent spirit. We must capture the benefits of the newest information, manufacturing, materiel handling, and transportation technologies to make our support systems more flexible and responsive. In short, we must remember these words of Major General J. F. C. Fuller: "The more mechanical become the weapons with which we fight, the less mechanical must be the spirit which controls them."

So the real challenge of innovation is always to find a better way to do business—better tactics and doctrine, better organizations, better equipment, better leadership, and better work and family environments. We must "be all that we can be." The Army's success on future battlefields will depend on our will and ability to meet this challenge.

General Wickham testified before the Senate Armed Services Committee, House Armed Services Committee, Senate Appropriations Committee, and House Appropriations Committee during February and March 1985. His presentations were similar in content. The opening statement before the HASC follows.

Opening Statement before the COMMITTEE ON ARMED SERVICES U.S. HOUSE OF REPRESENTATIVES

Washington, DC
6 February 1985

The Posture of the Army Budget Estimates for Fiscal Year 1986

Mr. Chairman, members of the House Armed Services Committee. Thank you for the opportunity to testify on the FY86 budget. My brief statement provides a status report and builds on Secretary Marsh's remarks which I fully support.

As you know, the peacetime demands for Army readiness have never been greater. The Army must be prepared to cope with a broad spectrum of threats to our nation's security ranging from terrorism and low-intensity conflict to conventional, and even nuclear, warfare. History tells us that being ready for war is the best way to deter it. In an age of strategic nuclear parity, landpower has become increasingly important as a greater share of the burden of deterrence shifts to modern conventional ground forces. Landpower provides both a deterrent and a war fighting capability, and, thereby, raises the nuclear threshold.

My recent visits to our forces worldwide confirm that today's Total Army is better than last year and substantially more capable than four years ago. However, more remains to be done. We "lived off the shelf" in the 1970s. This year, we are requesting \$82 billion to continue the essential programs for improving the quality of our forces, for strengthening readiness, for equipment modernization, and for expanding our capabilities to sustain operations.

Readiness is our most important task. Today, we have quality soldiers, the best I've seen in 35 years of service. The trends of "quality vs. discipline," key measures of personnel readiness, are extremely favorable. However, if we are to assure a high state of readiness, we must continue efforts to attract and retain quality people in the Army. The Congress has provided solid support and as you deliberate on this year's budget, I urge you to look favorably on people programs which include housing, pay, recruiting and reenlistment incentives, and family support.

Our 1984 theme was the Army Family. It recognized that the Total Army is, first and foremost, people. Fifty-four percent are married. We have 1,200,000 family members, including over 400,000 spouses and 700,000 children (almost half the children are under the age of six). We must provide adequate housing (especially in high cost areas), health care, child care, schooling, and comparable pay and benefits. We have accomplished much so far but much more must be done. The readiness of the Army rests on quality soldiers and their families who feel good about the Army. We must make the most of our human resources. In that regard, the Army theme for 1985 is "Leadership." Enhancing leadership provides a tremendous return on investment.

We will continue to rely on Reserve Component units. Their strength is up significantly, and full-time manning is growing to support modernization efforts. Training has become more extensive and demanding, including increased deployments for selected Reserve units to the National Training Center and to overseas locations. The Reserve Components are getting better equipment. For example, seventeen (17) tank battalion equivalents of M1/M60A3 equipment are in this budget for the Reserve Components. In FY84, the Reserve Components received over \$900 million of modernized equipment, and, they will get about \$1.4 billion each year in FY85 and FY86.

In the Active forces, we are embarked on a program that maintains a constant end strength and a proper balance in our force structure between heavy and light forces. We have increased the number of combat battalions in the force while maintaining a constant end strength. Internal restructuring efforts, along with unit productivity and technological enhancements, have freed up sufficient manpower to form these additional combat battalions, and more will be formed in the years ahead.

Capitalizing on this additional combat capability, several light infantry divisions will be formed, the 10th Mountain Division at Ft. Drum, New York, the 6th Division in Alaska, and the 29th Division in the Army National Guard. Two standard divisions are being reconfigured to light divisions, the 7th Division at Ft. Ord, California, and the 25th Division in Hawaii.

The light division initiative gives us increased strategic flexibility. With about 10,500 soldiers each, the light divisions will have a higher "fighter-to-support" ratio than existing divisions. They will have the ability to deploy three times faster than the standard infantry division, taking into account the limits of existing air and sealift resources. Early, rapid, strategic deployment greatly enhances our deterrent and war fighting capability. We are working closely with our sister services to close the shortfalls that now exist in our strategic mobility.

The design of our heavy forces is being streamlined. The leader-to-led ratio will be increased and more combat power will be provided to the corps commanders as required by AirLand Battle doctrine. We also improved and expanded our Special Operations Forces last year by activating a third Ranger battalion, a Ranger regimental headquarters, and a Special Forces Group.

We continue to modernize the equipment of the Active Component, particularly the heavy forces of the Army which are NATO oriented. In the Total Army, for example, over 2,300 Abrams tanks, 1,400 Bradley Fighting Vehicles, 100 Multiple Launch Rocket Systems and 600 Black Hawk helicopters have been fielded and all of these systems maintain a higher operational ready rate than the system they replaced. Key research, development, and acquisition programs in the budget include the LHX helicopter and Mobile Subscriber Equipment.

Modernization of our air defense and chemical capabilities is very important. The recent fielding of the first Patriot air defense battery is the initial step in modernizing the high-to-medium altitude air defense capability of NATO. We also must continue our efforts to find a suitable low altitude air defense weapon to field with our heavy forces. Modern air defense is a major gap in our heavy forces. You have my assurance that no system, including the DIVAD, Sergeant York, will be recommended for fielding unless it has demonstrated that it performs as intended.

We lack a credible chemical warfare deterrent. Our nation's defense posture and the recent improvements

in our total military readiness could be jeopardized by this single factor on the modern battlefield. We must modernize our deterrent stockpile with binary chemical munitions and rid ourselves of the obsolete and potentially hazardous chemical munitions we currently store.

We are emphasizing the stewardship of resources that are entrusted to us. We have a number of initiatives underway that will improve the acquisition process, force modernization and integration, and resource and information management. I am totally dedicated to assuring that the American taxpayer gets maximum value for the dollar.

In the same vein, last year I signed a Memorandum of Agreement with General Gabriel, Chief of Staff of the Air Force, that improves coordination on programmed budget priorities, eliminates duplicative functions, and improves joint capabilities in peace and wartime. Similarly, the chief logisticians of the Army and the Navy signed an agreement to strengthen their joint cooperation and improve strategic sealift programs. Service programmers have also signed agreements that improve cross-service participation in the budget and program process. All of these initiatives need Congressional support if they are to achieve their fullest potential.

Training readiness has improved greatly over the past four years. We are making progress in terms of battalion training days, flying hour programs, training simulators, and the National Training Center. The trends are up.

The sustainability of our forces continues to improve. Increasing the prepositioning of equipment in Europe (POMCUS stocks have more than doubled since 1980) and Korea has reduced deployment times and strategic lift requirements. A greater inventory of War Reserve Stocks will help sustain our combat efforts until the nation's production base can accommodate wartime resupply demands. Gains have been made in these areas; however, we must continue to rectify the shortfalls.

Our emphasis for the remainder of the decade envisions six key objectives: to maintain a steady Active Component strength, to expand our Reserve Component strength, to care for the people and equipment we have, to refine our force structure to enhance readiness, to modernize and fill key voids in combat capabilities, and to improve sustainability of the force.

We are creating a "28-division Total Army" that, in strategic terms, has more utility across the entire spectrum of conflict. Today's Army is proud and ready, and is preparing to meet tomorrow's challenges. With

your continued support, we will fulfill the important missions entrusted to us.

Thank you.

**Statement before the
PERSONNEL AND COMPENSATION SUBCOMMITTEE
THE U.S. HOUSE OF REPRESENTATIVES ARMED SERVICES
COMMITTEE**

Washington, DC
2 April 1985

Military Retirement Benefits

Mr Chairman and members of the Committee: The Army appreciates this opportunity to present a brief statement on the nondisability subsystem. A more detailed version is submitted for the record.

In 1973, the Congress mandated an armed forces comprised of volunteers. Given the risks and demands of military life, voluntary service by quality people can be achieved only with adequate total compensation. The retirement benefit traditionally has been viewed as a form of deferred compensation.

The value of the military retirement system already has been reduced significantly over the past several years. The armed services, particularly the Army, which continues to require special incentives to assure quality enlistments, will find it difficult to maintain this quality if further changes are made.

As a fundamental component of total compensation, retirement represents a return for services provided and serves as an important management tool for shaping personnel career decisions. It helps to ensure that the Army's manpower objectives are attainable by maintaining young, vigorous, and mission-ready forces, by making the choice of a military career a reasonably competitive alternative; and by supporting mobilization. The benefits of potential savings must be weighed against the risk of diminished readiness as experienced personnel and "first termers" become reluctant to reenlist because of fundamental changes to their compensation package.

As I travel around the Army and talk with our soldiers, leaders, and family members, the retirement

issue is the one most frequently raised. They voice despair over talk of potential retirement changes, over "breaking faith" or renegeing on promises made about the total compensation package, and over the Army's potential inability to attract as well as retain quality volunteer soldiers.

"Grandfathering" the current force is no solution, in my opinion. Such an action would yield no near-term savings. Moreover, it would produce, for many years to come, two classes of soldiers in the Army: those with the current retirement system and those with an inferior one.

We can hardly expect the more senior soldiers, although grandfathered, to cite continuity of retirement benefits as a major factor in urging younger, high quality soldiers to make a career of the Army. Having seen a "breach of faith" of the retirement system, these soldiers are likely to vote "with their feet" because they may sense that no benefits are secure.

It's difficult to predict the impact of changes to the current system because there is no reliable data base that can provide meaningful correlations. Thus, while projections are necessary for meaningful discussion on these issues, we must recognize the general uncertainty surrounding such forecasting and the high cost of being wrong by only a small amount.

A related issue deals with the 20-year retirement option. Critics argue that this option is overly generous and leads to loss of experienced personnel. In fact, the average NCO leaves the service with about 23 years of service and roughly \$10,000 in retirement pay, which

for a family of four is at the poverty level. Readiness of the Army, particularly the combat and field support forces, depends on high quality soldiers and vigorous, strong leadership at all levels.

An attractive 20-year retirement option is absolutely essential to maintaining Army readiness. Such an option permits the leadership to remain relatively youthful, and allows for separation of leaders not selected for promotion or who have tired of too much family separation and arduous service.

Concerning the generosity of military retirement, when properly compared, it is between 1.2 and 1.5 times more generous than the average private retirement system. It simply is not 6 times more generous as has been asserted by the Grace Commission. Furthermore, even if other elements of the compensation package were comparable to their civilian counterparts, it is not unreasonable, nor unexpected, that military retirement be somewhat more generous to induce individuals to accept the hardships and hazards of a military career.

Soldiers accept an unlimited liability contract when they enter the service. Frequent family separation, repetitive overseas duty, often in dangerous locations such as the DMZ in Korea or along the border in Germany, and hazards such as that tragically suffered by Major Arthur Nicholson in East Germany, call for a total military compensation package that is fair.

The cost of the current system reflects the cumulative effect of past decisions to maintain a standing Army following World War II and Korea. Unless we are willing to break our commitments to current retirees by reducing the value of their benefits, there is no way to reduce significantly near-term retirement costs. Like the other items in the Army budget, military retirement is a cost of national defense. With national security, like anything else in life, you get what you pay for! In my view, there is no way to buy adequate national security "on the cheap" neither in equipment nor in people programs. Therefore, I am opposed to changes in the current retirement system which has supported manpower policies successfully for over 35 years.

General Wickham delivered this speech to several audiences over the next several months including the Marshall ROTC Awards dinner at Virginia Military Institute, and Leadership talks at Ft. Campbell, KY, Ft. Jackson, SC, Ft. Polk, LA, Ft. Dix, NJ, Ft. Drum, NY, and Ft. Carson, CO. The address to the First and Second Classes at the United States Military Academy follows.

Address to the UNITED STATES MILITARY ACADEMY First and Second Classes

West Point, NY
16 April 1985

"Standard Bearers: They Set Examples of Leadership"

Our Army is a great Army and getting better. It's the best I've seen in 35 years of service. With 91 percent of the recruits high school diploma graduates, our soldiers are the finest we've ever had. We're embarked on an unprecedented modernization program of our equipment, capitalizing on high technology and innovation. We seek a balanced force structure of light and heavy forces so that landpower, the decisive instrument of national military power, can be used, flexibly, across the entire spectrum of conflict.

We have improved our ability to support forces on the battlefield. And, we have adopted a sound battle doctrine, called AirLand Battle, which exploits the full potential of our forces.

AirLand battle stresses the use of "initiative" to defeat the enemy. This initiative, combined with qualitatively superior forces, will permit a numerically inferior Army to win on the battlefield. However, the key to success for this doctrine is leadership—and that's what I shall talk about today.

Secretary Marsh and I have declared this year the Year of "Leadership." While leadership in the Army is healthy, we want to develop even better leaders and units, which will lead directly to enhanced combat readiness.

You, who will soon be the junior leaders of today and eventually the senior leaders of tomorrow, must recognize that great demands will be placed on your capacity to lead. You will be stretched, and *you must stretch yourself*. You must learn to "run with the swift." We know that the stress of future battlefields will be higher than any that American forces will have experienced previously. To be successful, you will need thinking skills, tactical and technical competence, fitness, and "disciplined initiative".

As a platoon leader, and later, as a company commander, you must learn to operate without positive control on a chaotic battlefield, but in a highly disciplined manner within the intent of your next higher commander. That's what I mean by "disciplined initiative." It this will not be easy—and you must prepare now if you are to meet the future challenges. Leadership is the essential ingredient that will make the difference.

Now, as I did many years ago, you may be asking yourself, how do I prepare myself to lead soldiers, both in peacetime and in wartime? As a leader, what do I have to be, know, and do? Let me share some thoughts that may help answer such questions. I believe that leaders are made, not born, and that to be great leaders we must work at improving our leadership capabilities throughout our lives. We must go to school on being better in everything we do, as a cadet, as a platoon leader, or as Chief of Staff.

In my view, one begins with the notion that leaders are standard-bearers. Just as a soldier carries a unit's battle standard and provides a rallying-point for his comrades, a leader bears a responsibility to set examples for his subordinates, and establishes personal and professional standards of excellence. Thus, you must understand that leaders are standard-bearers of leadership for all to see.

Fulfilling the challenges that are implicitly stated in this concept—this visualization of leadership—are not easy. In the narrowest sense, it means that you lead from the front of your unit, not the rear. The battle cry is "follow me, and do what I do." That's leading by personal example. That's the meaning of being a standard-bearer in the narrowest sense of the word.

In the broadest sense, a standard-bearer also sets mental, physical, and ethical examples of leadership. Throughout life, the standard-bearer strives to develop and "grow" mental and physical powers. And, he keeps his personal life, as well as his professional life, in good shape too.

Don't be misled by myths that suggest the real warrior is one who is loud-mouthed, profane, a hard drinker and immoral. Quite the contrary. Major Christian Bach, a cavalry officer, lectured student-officers at summer camp in 1918 that:

A loud-mouthed, profane captain who is careless of his personal appearance will have a loud-mouthed, profane, dirty company. Remember what I tell you. Your company will be a reflection of yourself. If you have a rotten company, it's because you are a rotten captain.

The major didn't mince words. I believe those same thoughts are still true today. Furthermore, an officer must have fidelity, integrity, and compassion. Major Bach went on to say, "a leader can be a power for good or a power for evil. Live the kind of life you would have them lead, and you will be surprised to see the number who will imitate you." The major was right on: your subordinates will thirst for strong, positive leadership.

By the way, Major Bach was wise enough to tell the student-officers "not to preach to their men—that would be worse than useless." Rather, he said they had to teach by example. In other words, they should be standard-bearers.

Being a standard-bearer is a full-time job. General Patton once said, "an officer is on parade twenty-four hours a day," and General Abrams once said, "The higher you go up the flag pole, the more your rear end hangs out." (He used more descriptive language than that.) A leader—be he an officer, NCO, or private—sets examples of leadership all of the time. Personal and professional standards of excellence are the bedrock of character, and it's our character that provides us the inner strength and valor to overcome adversity and fear. That's what General Maxwell Taylor meant when he wrote that:

The military leader will not be complete without a character which reflects inner strength and justified confidence in oneself.

All of us are afraid in battle, but it's the strength that we have within ourselves that helps us to dominate our

self-doubts and fear. This is what character is all about. Character must be developed in peacetime—it doesn't come in war.

As a standard-bearer in uniform you pledge your life to a higher calling. It's a calling that's a profession, a way of life—not just an occupation. Through your personal example you inspire subordinates to practice daily the fundamentals of the Army Ethic: loyalty to the institution, loyalty to the unit, personal responsibility, and selfless service.

Speaking of responsibility and selfless service, there are some who argue that we don't need West Point anymore, that it's too costly, and that its graduates are not sufficiently committed to a lifetime of service.

That's nonsense! West Point is the wellspring of those values that make up the Army Ethic. You are the "muscle and bone" that give form and substance to the Army's character. West Point continues to be the repository of those values that make the difference between an Army, and a great Army. And you have a responsibility to carry those values out to the Army and sustain them throughout a lifetime career of service.

In 1965 as the Army began expanding for the Vietnam War, I recall a conversation between the Chief of Staff General Harold K. Johnson and a senior officer who wanted to retire early. General Johnson asked rhetorically, "If the best get out, who will lead?"

"Who will lead?" That's a question each of us must ask of himself. I have asked the question from time to time as I've thought about leaving the service, just as I'm sure you will. When you answer that question, I hope—indeed, the nation expects—that you will stay in the service as "one of the best" committed to personal as well as professional excellence.

In addition to understanding the concept that leaders are standard-bearers, I think each of us must develop a set of leadership precepts that keep us steady on the course against cross currents of compromise.

Looking back over 35 years as an officer, it seems to me there are eight such precepts as a professional soldier and leader. I share them with you to help promote your development as a leader. As you continue to "learn to lead," you will formulate your own precepts based on your personal experience.

The first precept is to teach, train, and coach your subordinates. The soldiers, NCOs, and civilians assigned

to your care are the most precious resources you'll have. They are entrusted to you. Sharing with them your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them. You will have much to offer them, even on the first day you take command.

I recently heard a story that illustrates my point. A soldier on a rifle range was describing his young platoon leader:

I like the way he corrects. I've never seen him chew out anybody in public. One day, he came and sat next to me as I was laying in my position. He said, "Look, you messed up here, here, and here. Get your stuff together. In a real situation, that'll get us all killed."

I was glad he came down and chewed me out. That made me realize how serious the situation was. He spent two minutes of his time, sitting next to me, correcting me, and then telling me that if I have a problem, I can come see him and ask him any question that I have.

He's young, and he's got some learning to do, but he's good. He's got the initiative, the motivation to go far. He's striving to be the best. He's really smart. I haven't seen him foul up anything. The truth is, I really look up to him.

This young soldier went on to say:

You learn more by respect. Leaders got to earn respect and they don't do this by trying to be popular, or buddy-buddy. You've got to earn my respect. Respect is a two-way street. You ain't gonna get respect unless you give it. It's our job—we've got to learn. The leaders are here to teach.

That great Army Chief of Staff, General Creighton Abrams, said that:

The object of teaching is to enable soldiers to get along without their teachers. To provide them an independence of mind and soul, without an arrogance of spirit or self-deceptive sophistication.

Second, you must develop technical and tactical proficiency in yourself and your subordinates, and instill in them a spirit to achieve and win. This precept is clearly related to the first one.

Another soldier, describing the same platoon leader, said it this way:

He's really good with his M16. He zeroed real quick. The day we qualified with the M203, he was in charge. We were having a problem getting the 203s zeroed. He took time and went through the manuals so we could see how to adjust the sights. When we finally zeroed, we had some extra rounds. He got his own zero, then fired some. If he'd of been trying to qualify, he'd of been expert because he got nine out of nine direct hits. He's max on PT. He cares about himself, the way he stays in shape. I've seen him do PT, not just when we do PT, but also by himself. He sets the example.

Proficiency or competency is the mandate for leadership. It's the main source of strength for leadership. Competency is an ethical imperative because, in battle, competent leaders can save the lives of their subordinates. Incompetent leaders lose lives. Even bravery is no substitute for technical and tactical proficiency.

A third precept is that of caring. Care deeply and sincerely for your subordinates. Your leadership is exercised in order to serve them, and their needs. And I include the needs of their families, because, in addition to having a moral obligation, caring for Army families is in our own self-interest. Over half the Army is married. To the extent that families feel good about the Army, the better the soldiers will fulfill our missions, and combat readiness will be enhanced.

Caring means many things. It means making sure soldiers get fed, get paid, and get a place to sleep at night. But it also means giving them solid, realistic training and assuring that high standards are ingrained. Sometimes, caring means not letting soldiers sleep at night. The actions of a former battalion commander in the 101st Airborne Division in Vietnam tells a story:

One night he was out on the perimeter while it was pouring rain. A soldier was on guard, his poncho pulled up over his head. The colonel said, "Take that poncho off your head, soldier."

The soldier just couldn't understand that. It was pouring rain and the colonel was making him take his poncho off his head.

"Do you know why I'm making you take that poncho off?" the colonel asked. The soldier said, "No, sir."

The colonel replied, "Because I care about you. Because I want to see you alive tomorrow morning. You keep that poncho on your head

and you can't hear people coming up on you and you don't know what's happening. I don't want to come out here tomorrow morning and find three dead soldiers and you one of them."

He cared about his soldiers.

A caring attitude also helps to create a climate in your organization in which you can *teach subordinates how to take responsibility for their actions, my fourth precept.* We've got to be responsible for the good, the bad, the right, and the wrong. It takes courage to step forward when things go wrong and take responsibility for failure. An eyewitness report of General Robert E. Lee at Gettysburg, after Pickett's charge had been repulsed with disastrous consequences, stated:

His face did not show the slightest disappointment or annoyance, and as he addressed every soldier he met a few words of encouragement: "All will come right in the end, we'll talk it over afterwards." And to a brigade commander speaking angrily of the heavy losses of his men: "Never mind, general, all this has been my fault. It is I who have lost this fight, and you must help me out of it the best way you can."

I doubt there are few examples in history that better illustrate this precept of leadership than Lee's willingness to accept total responsibility for the outcome of that historic Civil War battle.

A fifth precept is the relationship of standards and discipline. You must set high standards and demand that they be met. The standards must be realistic, but they must stretch the capacities of both the individual and the organization. The demands made to achieve these standards will foster a state of discipline within the command and carry it to new heights in battle.

To illustrate, let me tell a story about General Marshall and his service as a young lieutenant in the Philippines.

He was leading a patrol through a jungle village and came upon some natives sewing up a horse which had been bitten by a crocodile.

Shortly after leaving the village, the patrol had to cross a stream, narrow and deep, but fordable. Lieutenant Marshall was leading and all the men were in the water when there was a splash and someone yelled, "crocodiles!"

In panic the men shot forward, knocked over

Now, while you may believe that generals make history, the fact is that younger leaders are the ones who really make history. They earn the medals for valor and achievement. They are the ones who get things done and make the Army great. You will have an opportunity to make history, even during your first assignment. Sometime ago, a sergeant, speaking to a group of officer candidates said:

From most of us, he said, referring to the troops, you can expect courage to match your courage, guts to match your guts—endurance to match your endurance—motivation to match your motivation—esprit to match your esprit—a desire for achievement to match your desire for achievement.

You can expect a love of God, a love of country, and a love of duty to match your love of God, your love of country, and your love of duty.

We won't mind the heat if you sweat with us
We won't mind the cold if you shiver with us

Gentlemen, you don't accept (us); we were here first. We accept you, and when we do,

you'll know. We won't beat drums, wave flags, or carry you off the drill field on our shoulders, but, maybe at a company party we'll raise a canteen cup of beer and say, "Lieutenant, you're o.k."—just like that.

That, is making history, one step at a time. That, exemplifies the standard-bearer: one who sets examples of leadership and one who makes full use of his talents so that, as St. Matthew said, "his acts glorify his maker." At a recent ceremony honoring Major Arthur Nicholson, who was killed by a Soviet sentry in East Germany, Mrs. Nicholson spoke in a clear and strong voice:

To belong to the military is to belong to a very special family. Perhaps because we are so often away from our loved ones, a bond develops that you can find no where else. My husband was the most patriotic person I've ever known and that's why he made the military his life. He felt that each and every day he did something for his country, for his family, and for everyone he knew. He didn't want to die and we didn't want to lose him, but he would gladly lay down his life again for America.

That, West Pointers, is a standard-bearer of excellence.

Address to the ARMY OFFICERS WIVES OF GREATER WASHINGTON LUNCHEON

Washington, DC
Thursday, 18 April 1985

Army Wives: Partners and Leaders

Once again I am pleased to accept your invitation—to be with old friends—and to say a few words about today's Army and the caring partnership that exists between the Army and its families. But more than that I come here to honor you for the many contributions you make, the many volunteer hours you spend, the leadership qualities you exhibit, and the sacrifices you accept gracefully.

Secretary Weinberger has designated 23 May as National Military Spouse Day to acknowledge your contributions to readiness and to your communities. We particularly want to recognize your successes as lead-

ers in educational, recreational, religious, social, and cultural endeavors. This has become an annual event—small token for all your accomplishments.

The health of the Army, readiness if you will, depends upon the health of its soldiers and their families. By that, I mean having the highest ethical, moral, and spiritual standards, as well as technical and tactical proficiency, because the peacetime demands for Army readiness have never been greater. We must be prepared to respond to an array of threats to our national security ranging from terrorism and guerrilla warfare, to conventional, and even nuclear, warfare. At a time when

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In panic the man shot forward, knuckled over

Marshall and trod him into the mud in their haste to reach the shore. Marshall picked himself up and waded from the water. Standing before his men, wet and bedraggled, he decided to regain discipline and control.

He formally fell them in, gave them right shoulder arms, and faced them back towards the river. He ordered, "Forward march." Down they went, single file, into the river, with Marshall in the lead. They crossed the river and went up the other side.

Then the lieutenant, as though he were on the drill field, shouted, "To the rear—march!" Again they crossed the crocodile river. When on the other side, he halted them, faced them front, inspected their rifles, and gave them, "Fall out."

That was all. No other words were spoken then, or thereafter. But his men knew, and so did he: discipline and order had been restored.

Another precept to follow as you develop yourself as a leader is to listen to your subordinates, and then act upon what you hear. Leaders must learn to listen as well as direct.

When you think about it, listening is related to the essential quality, of loyalty. When we listen carefully to our leaders, hear what they say, and then do something about it, we are loyal to our superiors. The same can be said in terms of listening and loyalty to our subordinates. As you grow older there will be a temptation to listen selectively, or not to listen at all. Guard against it!

Let me draw on a personal experience. When I was a new second lieutenant, I was assigned to the weapons platoon—57 millimeter and 60 millimeter mortars. I didn't know much about these weapons. I knew a mortar from a recoilless rifle, but that was it. In Germany, I had a chance to learn.

However, I had a Sergeant Putman, Sergeant First Class Putman. In those days the NCOs, the old time NCOs—talked to the officers in the third person. "Would the lieutenant like a cup of coffee? Would the lieutenant want this to be arranged, would he like this or that to be done?" Putman realized how green I was. He did a couple of things for me that symbolize how NCOs can teach and how officers can teach.

He realized that "how I was received" by the platoon was going to be crucial. So, before I even met the platoon—he came to me that first night and said, "It would be useful for the lieutenant to know the roster

of men, and here it is. Tomorrow, when I introduce the platoon to the lieutenant, it would be useful if the lieutenant knew the names."

So I picked up the roster and I memorized the names. The next day, when he introduced me to the platoon, I called the names off by memory. The soldiers stood up so I could associate the names and faces, and they were impressed that I had made the effort to know them. They thought I knew enough to care, but in fact, Sergeant Putman was teaching me to care.

The second thing Putman realized was that I didn't know "my elbow from my ear" about the weapons. So he decided—he said, "Would the lieutenant like to learn about the weapons?" "Yes, I would." So he picked a place in the field—and why he picked that place, I didn't understand at first—he selected a muddy field that was right behind the latrine.

And he picked a time right after supper for my lessons. I went through the crew drill with the 57 and 60 millimeter, got mud all over me, down in the dirt with him. But I learned the crew drill, and he timed me—and finally over a period of days, I got so that I could do the crew drills as well as anybody in the platoon.

Why did he pick that place? Because after supper everybody in the company, including soldiers in the platoon, went into that latrine. There, looking out the screens they saw me in the mud taking instruction from the experienced platoon sergeant, learning their weapons as well as they knew them.

Clever, Putman—that's teaching and fortunately, I was listening.

As you learn to listen—it's an art that requires effort—you'll learn to "grow" yourself, your subordinate leaders, your organization, and your family. This is my seventh precept of leadership. When you are placed in charge of an organization, work to inspire and develop excellence in all that surrounds the organization. You've got to create, to innovate. As in the title of a well known book, you always must be "In Search of Excellence."

Finally, the last precept of leadership is to make history—to make a difference during your time on watch. There will be challenges to meet. You can either lift yourself up and meet them, or stand pat and let them pass you by. You will have opportunities to show your personal courage as well as the courage of your convictions.

from our loved ones, a bond develops that you can find nowhere else . . .

My husband was the most patriotic person I've ever known and that's why he made the military his life. He felt that each and every day he did something

for his country, for his family, and for everyone he knew

Thank you for your courage, your caring, and your example.

Soldiers

May 1985

The New G. I. Bill

During my travels to Army units all over the World one of the subjects soldiers ask about most is the GI Bill and related program.

President Reagan signed a bill on October 19, 1984, that established new educational programs for the Army. These programs are the most generous of any of the armed services.

Soldiers need to know about these programs so they can make good decisions about their education. Leaders need to know about our educational benefits so they can keep their soldiers properly informed.

There are three programs we need to know about.

The Vietnam-era GI Bill, or "old GI Bill," is for soldiers who entered the Army before January 1, 1977.

The Veterans Education Assistance Program, or VEAP, is for soldiers who entered the Army between January 1, 1977, and June 30, 1985.

The GI Bill of 1985, the "new GI Bill," is for soldiers who will enter after June 30.

When additional payments called kickers are added to VEAP or the new GI Bill in order to attract soldiers to critical shortage skills these programs then become known as the Army College Fund.

Let's examine the basics of each program starting with the new GI Bill. The new program will automatically cover all active duty soldiers and selected reservists who enter between July 1, 1985, and June 30, 1988, unless they choose not to participate at the time of entry.

The chart below shows the benefits of the new GI Bill and the new Army College Fund (ACF).

Service Years:	New Basis	New ACF
Four or More:		
Soldier Pays	\$ 1,200	\$ 1,200
Government pays:	\$ 9,600	\$ 9,600
Kicker:		\$14,000
Total:	\$10,800	\$25,200
Three:		
Soldiers pays:	\$ 1,200	\$ 1,200
Government pays:	\$ 9,600	\$ 9,600
Kicker:		\$12,000
Total:	\$10,800	\$22,800
Two:		
Soldier pays:	\$ 1,200	\$ 1,200
Government pays:	\$ 7,800	\$ 7,800
Kicker:		\$ 8,000
Total:	\$ 9,000	\$17,000

Once signed up for the new GI Bill, active duty members will have their pay reduced by \$100 per month for their first 12 months of service. This reduction is non-refundable.

Soldiers who enlisted between January 1, 1977, and June 30, 1985, are entitled to assistance under the VEAP and the old Army College Fund.

These programs will not accept new enrollments after June 30. Soldiers already enrolled have nothing to worry about. However, eligible soldiers who do not sign up by June 30 will lose VEAP and ACF benefits.

To enroll, soldiers must start an allotment or make a lump sum payment at their local finance office before June 30.

The chart below shows the benefits of VEAP and the old ACF.

Service Years:	VEAP	Old ACF
Four or more:		
Soldier pays:	\$ 2,700	\$ 2,700
Government pays:	\$ 5,400	\$ 5,400
Kicker:		\$18,300
Total:	\$ 8,100	\$26,400
Three:		
Soldier pays:	\$ 2,700	\$ 2,700
Government pays:	\$ 5,400	\$ 5,400
Kicker:		\$12,000
Total:	\$10,100	\$20,100
Two:		
Soldier pays:	\$ 2,400	\$ 2,400
Government pays:	\$ 4,800	\$ 4,800
Kicker:		\$ 8,000
Total:	\$ 7,200	\$15,200

Benefits under the old GI Bill expire on December 31, 1989. However, soldiers covered by the old bill are automatically eligible for the new bill's benefits—and for up to half the old bill's monthly benefits as well—under certain conditions. To be eligible, they must meet three requirements: they must have had no break in service since January 1, 1977; they must have served three years beyond July 1, 1985; and they must be honorably discharged after July 1, 1988. Soldiers will not have to make any contributions to receive these benefits.

The old GI Bill benefits depend on the type of program in which the soldier enrolls and the number of family members they have.

The chart below shows the maximum monthly benefits a qualifying soldier would received from the old GI Bill and from the modified new one. The figures for the new benefits are based on the four-year basic benefit of \$10,800 divided by 36 monthly installments, plus half of the old GI Bill entitlement.

	0 Dependents	2 Dependents
Program Type	Old/New	Old/New
Full-Time	\$376/\$488	\$510/\$555
3/4th Time	\$283/\$441	\$383/\$491
Half Time	\$188/\$394	\$255/\$427
Cooperative	\$304/\$452	\$404/\$502

Benefits under the old GI Bill are payable for up to 45 months, so the maximum total benefit for full-time study with two dependents is \$22,950. The same student using the modified new bill would be paid for up to 36 months, for a maximum of \$19,980.

The Army also offers a special program for those who have already completed two years of college. The program, known as "2 + 2 + 2," means two years in college, two years in the Army, and two more years in college. Army enlistees in critical skill jobs can earn \$21,000 for their final two years in college—and graduate school—through this program.

These are only some of the significant changes to the educational benefits for today's soldiers. The local education office can advise soldiers about their individual concerns. However, we all need to know the basics of these programs in order to get the word out.

Let's keep our soldiers informed. They deserve to know what's coming to them.

Address at the 1985 AIR DEFENSE ARTILLERY BALL

Fort Myer, VA
3 May 1985

Ann and I are delighted to be here this evening to help celebrate the 16th anniversary of the Air Defense Artillery. Thanks for the generous welcome you have given us both

I know you here tonight are very concerned about equipping the Air Defense Artillery. Modernization of our air defenses is vitally important. My recent testimony to the Congress highlighted our requirements in this area. The deployment of the first Patriot air defense battalion to Giessen, West Germany, is the initial step in modernizing the medium-to-high altitude air defense capability of NATO.

The deployment of the second battalion to Hanau, next month, is right on schedule. Seven (7) more Patriot battalions will deploy to West Germany through the early 1990s. This effective missile system is exactly what we need to protect our forces in Europe.

As you're all very aware, the Army has an urgent need to upgrade the air defense capability of its heavy divisions. The Vulcan air defense gun system, currently in the division, cannot fully counter the potential threat. For this reason, the Army initiated the Sergeant York Division Air Defense Gun program, the DIVAD.

You, in Air Defense Artillery, are much like the Army at large. You're in a state of transition, ready today, preparing for tomorrow. Let me assure you that Air Defense Artillery is an important member of the combined arms team. You're making a superb contribution,

and you can take pride in your accomplishments. The branch has come a long way since 1968, when Air Defense Artillery and Field Artillery were separated into distinct branches.

Today's battlefield requires a viable air defense capability, one that is deeply imbedded in the organization of our fighting divisions. We have that capability now, and with the advent of the Sergeant York, we're on the way to improving it substantially. We've fielded a complete complement of divisional air defense weapons and modernized the entire arsenal.

ADA's modernization program is, perhaps, more extensive than any other combat arm. Through the use of high technology, air defenders provide much higher rates of "firepower per person" and, thus, serve as a model for our other modernization programs. With the Patriot's fielding, new billets and maintenance facilities also serve as a stationing model for units in West Germany.

The Air Defense Artillery no longer consists of "concrete" artillery. It's the Army's "hi-tech" combat arm! From Patriot down thru Stinger, you can move, shoot, and communicate as part of the combined arms team

To the members of the Air Defense Artillery, thank you for your service in the defense of our great country—and thank you for inviting Ann and me tonight to share in this special occasion.

Address at the 1985 ARMOR CONFERENCE

Ft Knox, KY
8 May 1985

A Vision for the Army—Ready Today, Preparing for Tomorrow

It's great to be at Fort Knox this morning. We are an Army that's both "ready today, and preparing for tomorrow." I want to share with you the vision of where today's Army is headed, a vision we now are fulfilling.

In my mind, the vision is strong, clear, and compelling:

- First, the potential threats we face and the missions for the Army require a "balanced force structure—with a high state of readiness, and the capability of mobilizing, deploying, and conducting joint, as well as combined, operations."

- Second, we need "units, equipment, and doctrine—modernized to meet the challenges of the 1990s and beyond."

- Third, we need "strong, ethical leadership—ready for war, caring for people, and exercising stewardship."

- Fourth, we must have "quality people—supported by healthy families."

Before discussing each component of this vision, let's briefly consider the strategic realities and the constraints we face as we look to the future. Economic, military, and political imperatives cause the United States to maintain a global perspective in today's world. A flexible military strategy, based on joint and combined operations, provides for the collective security of the United States and its allies.

The operative elements of our national military strategy—landpower, seapower, and airpower—must work together, in harmony, to provide for our security. However, it's landpower that is traditionally the decisive arm of military power. It alone changes history,

Today, in an age of essentially strategic nuclear parity, Landpower takes increased importance as the burden of deterrence shifts to modern, conventional ground forces. Landpower provides both a deterrent

and a war fighting capability. Its utility stems from its capability to exercise direct, continuing, and decisive control over land, resources, and people. Land forces symbolize the most basic national commitment to the support of our security goals and policies. They alone are visible, usable, flexible, and credible.

Conventional ground forces play an important role across the entire spectrum of potential conflict. Looking at mid- to high-intensity conflict, we know a strong deterrent capability must be maintained in Europe, Southwest Asia, and Northeast Asia. Outbreaks of conflict in these areas of the world could escalate rapidly if not deterred or controlled.

Should deterrence fail, landpower provides a war fighting capability that has utility in low-intensity as well as mid- to high-intensity conflicts. Given the Soviet's ability to project power throughout the world, and the increase in terrorism and insurgency in the Third World, we realize that low-intensity conflict is the most likely challenge we face in the future.

The Army, the mainstay of American Landpower, must organize, train, and equip its forces first to deter, and second, to fight and win, if deterrence fails. To accomplish these tasks, we're shaping today's landpower to meet tomorrow's challenges. We're developing forces that are more flexible, responsive, and deployable. In short, we're increasing the strategic flexibility of the Army.

We recognize that we face increasing resource constraints. For a variety of economic and political reasons, the real growth rates we've had in recent Army budgets are no longer a valid basis for future fiscal planning or programming. This year, FY 86, we are requesting 5.6 percent real growth, but we'll be very lucky to get 3 percent. The next few years will be more of the same so we'll have to tighten our belts. This means that program reductions, stretch-outs, and some cancellations are inevitable.

There's been some talk in Washington about a "freeze," that is, zero percent real growth. I'm very concerned about that! A freeze threatens to leave half-finished the rebuilding of America's defenses begun four years ago. A freeze would "undercut" our efforts to lead NATO collectively to a stronger conventional defense.

Just as we're beginning to make progress in persuading Europeans to honor the "3 percent" pledge of past years, the United States would be seen as withdrawing from it. And, as we all know, a freeze will not make the defense program cheaper. Program deferrals, stretch-outs and the like don't save money, they only increase costs.

With that as background, let's examine each part of the vision, starting with our force structure. We must have a balanced force structure. Hear me well! I didn't say we need a "light" force structure, although we need to think "lightness" in all aspects of our business, from the soldier's individual equipment to the pieces of equipment that provide him mobility and fire support.

A properly balanced force structure between heavy, light, and Special Operations Forces is what we need to provide the National Command Authorities a set of viable options to deal effectively with contingencies across the entire spectrum of conflict. Predominately "heavier" forces are necessary to protect our vital interests in Europe, and, to a lesser degree, in Korea and the Persian Gulf.

"Heavier" forces include our armored and mechanized divisions, our standard infantry divisions, and our motorized division. They are "heavy" in the sense that they are organized and have the requisite firepower to operate effectively on the mid- to high-intensity battlefield and they are "heavy" in that they lack the ability to deploy rapidly if they're not POMCUS'd or forward deployed.

"Lighter" forces are essential for those contingencies calling for rapid response and strategic deployment. Here, deployability equates directly with deterrence. "Lighter" forces include our airborne and air assault divisions, and our new light infantry divisions. The light divisions are "light" in the sense that they can deploy with speed and agility in a "pre-crisis" or low-intensity setting, yet they're robust and "tailorable" enough, when augmented, to remain survivable and useful when employed in a mid- to high-intensity scenario.

They provide us with strategic flexibility because we have the capability to "swing" one or two divisions to

an appropriate corps in NATO, the Pacific, or in Southwest Asia. In NATO, when augmented and employed selectively in restricted terrain or urban areas, light forces can "free up" our heavier forces for use as a crucial operational reserve; or, alternatively, an appropriate mix of heavy and light forces can permit the commander to match best his forces to the applicable factors of mission, enemy, troops, terrain, weather, and time.

Let me emphasize here that light force initiatives are not competing with, nor will they become an obstacle to, the necessary continued modernization of our heavy forces. Heavy forces are the cornerstone of our commitment to NATO. If they are capable and ready, then the deterrent and war fighting capability of NATO is strong and viable. We must continue to modernize and refine our armored and mechanized "Division 86" designs, and "roundout" selected CONUS-based divisions with Reserve Component brigades. We must rely, increasingly, on the Reserve Components to meet our Total Army mission requirements, without exceeding that "elastic" limit beyond which we cannot go and still maintain a credible deterrent force.

Additionally, I would add that we need a degree of specialization in our force structure. We need an airborne, air assault, and motorized division because they provide unique capabilities that our other forces don't offer. They give the gaining CINCs a wide range of capabilities that are needed to combat a particular situation. Some argue that specialization is too expensive, in dollars and other resources. We're trying to dampen the adverse effects of specialization by standardizing the configuration of our smaller units, where it makes sense to do so, and by using common generic equipment. The point is: some specialization is necessary.

A final point about force structure is the modernization of the Army's Special Operations Forces—Special Forces, Rangers, psychological operations, civil affairs, and special operations aviation. These programs will continue to receive high priority because they provide increased flexibility and capability at the lower end of the spectrum, where terrorism and unconventional warfare exist, and they complement our conventional capabilities at the higher end. They also, importantly, give us a capability to implement "pre-crisis" measures, like military assistance and support, that can help sow the seeds of stability in the Third World nations.

From 1978 through 1984, the Army dispatched over 756 security assistance teams to 58 foreign nations. This fiscal year, 113 teams have been sent to 69 countries, and we expect to dispatch 80 more prior to year's end.

Army units from both Active and Reserve Components provide various medical, construction, and other security assistance to many host countries in Central America and the Caribbean. These measures all contribute to regional stability and peace, and help to deter conflict in troubled areas of the world.

Let's turn briefly to the second part of the vision: units, equipment, and doctrine—modernized to meet the challenges of the 1990s and beyond. Readiness demands forces that are armed with good equipment and trained to employ it in battle. Over 2,300 Abrams tanks, 1,400 Bradley Fighting Vehicles, 100 Multiple Launch Rocket Systems, and 550 Black Hawk helicopters have already been distributed to both Active and Reserve Component units. Our policy is, "the first to fight, is the first to be equipped."

As you're fully aware, we're revamping our doctrine based on threat analysis, technological advances, and the nature of future conflict as well as lessons learned from recent hostilities. AirLand Battle is our operational doctrine, and applicable to the mid-to-high intensity end of the spectrum.

For the future, Army 21 will be our war fighting concept for the 21st century. In its final, approved form, it will be an advanced, logical extension of our AirLand Battle doctrine. We must ensure that the thrust of this new doctrine takes advantage, as much as possible, of current organizational designs and concepts, unless a compelling case is made otherwise. I'm concerned that we already have excessive TOE/MTOE turbulence. That trend will continue—as we implement approved portions of the AOE study—into the first years of the next century unless we stabilize the force structure.

We intend, in the foreseeable future, to maintain a constant end strength. We're going to replace support manpower with productivity enhancements and technology, and convert that manpower into combat power.

These enhancements can also permit somewhat smaller units at all levels; however, we need gradual rather than dramatic change. We want to assure that as we build for the future, we do not undermine support for our current initiatives and capabilities.

We also have much to learn about low intensity conflict, and how to use best our light and Special Operations Forces in such an environment. We're studying that now. Also, we've got to learn how to handle terrorism. Until recently, our approach to terrorism was reactive, and lacked a doctrinal foundation. We are now

actively developing anti-terrorism and counter-terrorism programs.

In this same doctrinal context, we are promoting "jointness." We cannot accomplish our many diverse and geographically distant missions without the support of our sister services. We go in someone else's aircraft and someone else's ships. On the ground, we use someone else's aircraft for deep reconnaissance, interdiction, and close air support. We have to be "joint."

A year ago, General Gabriel and I signed a Memorandum of Agreement that provides for better coordination of budget priorities, elimination of duplicative functions, and more efficient combat operations in wartime.

A similar initiative addressing strategic sealift and cargo off-load programs was signed by the Army and Navy chief logisticians. And, to implement these agreements, service programmers have signed an all-service MOA that coordinates the program and budget process. All of these measures will expand coordination and cooperation between the military services in peacetime, and will help ensure effective joint operations in war.

Space is a final area where Army doctrine needs pioneering. The enormous potential of space adds a new dimension to AirLand Battle. We're just beginning to see the applications that have the potential to revolutionize how we fight. Landpower and spacepower must work together! We need to develop quickly a strong policy for the Army in space—and lay the groundwork for the future. Definition of space-related requirements will be critical for our internal master planning and for clarifying the Army's role in the U.S. Space Command to be activated in October of this year.

So, we've talked about the need for a balanced force structure, one that's organized, trained, and sustained to meet the threat, and capable of mobilizing, deploying, and conducting joint operations. Coupled to modernized units, equipment, and doctrine, we begin to see an Army that's ready to meet the challenges of the 1990s and beyond.

But we haven't yet discussed the basic human ingredients that form the sum and substance of any vision. So let me turn to the third and fourth components of what I see as the Army vision.

We need strong, ethical leadership—ready for war, caring for people, and exercising stewardship. In 1985 the Army theme is "Leadership." As we move towards

the future, strong leadership will be necessary to provide direction and focus to our efforts. We'll have to operate without positive control on a chaotic battlefield, but always acting with "disciplined initiative," within the intent of the next higher commander.

We must ensure that our soldiers are tough, technically and tactically proficient, and with a courageous spirit. Our leaders must have thinking skills, competence, and fitness and have a strongly held conviction that good leadership means caring deeply about soldiers and their families. Good leaders are standard-bearers; they set examples of personal and professional excellence. The human dimension must undergird all of our efforts—it's the essential ingredient that makes the difference in peace or war.

By the way, if anyone asks you, "Where are the warriors in today's Army?" "Where are the Pattons, Bradleys, and the others?" Give them a straight answer! They are "out there," now, leading our soldiers at every level in our units! If war comes, they will emerge, just as they did in World War II. No one heard of these heroes in 1938. We don't need a war to help us identify the warriors that are there in today's ranks. But they are there, of that, you can be sure!

Part of providing strong leadership is the exercise of stewardship. We must make the most of our constrained resources. A key part of leadership—at every level, from platoon leader to general—is the management of resources. Do not fool yourself—you've got to have some managerial skills to be a great leader. We have to achieve maximum effectiveness, but we also must be efficient. In 1985, we're emphasizing four key areas: weapons acquisition processes, force modernization and integration, resource management, and information

management. The American taxpayers demand—and deserve—maximum value for their dollars!

The final component of the vision is the most important because it pertains to people: quality people—supported by healthy families.

Readiness is our first order of business, and readiness is inextricably tied to soldiers' morale and discipline, and to the strength of their families. It's been said that we enlist soldiers, but retain families. There can be no doubt about that! To the extent we have cohesive units and healthy families that feel good about the Army, we'll have soldiers who'll go the extra mile for readiness and for combat.

The men and women serving in today's Army are extraordinarily capable. This quality must be maintained because, with a small Active Army, excellent soldiers are the "seed corn" for mobilization and for meeting the challenges in the future.

Greater efforts will be required in the future to recruit and retain quality in the Army. A declining pool of manpower and the restoration of economic vitality to the nation pose some real challenges for us. We must continue to improve the quality of life for our soldiers and their families through continued pay comparability, benefit retention, and improved living and working conditions. My guidance to the Army programmers is clear: protect our people and family programs!

That's my vision for the Army. An Army that's *balanced, modernized, strongly and ethically led, and manned with quality people and healthy families*. That's an Army ready today and preparing for tomorrow.

Address at the HOPKINSVILLE, KENTUCKY CHAMBER OF COMMERCE

Hopkinsville, KY
18 May 1985

Freedom Is Never Really Free

Several months ago at a ceremony honoring LTC Arthur Nicholson, a young American hero who was murdered by a Soviet sentry in East Germany, Mrs. Karen Nicholson spoke in a clear and strong voice:

To belong to the military is to belong to a very special family. Perhaps because we are so often

away from our loved ones, a bond develops that you can find no where else. My husband was the most patriotic person I've ever known and that's why he made the military his life. He felt that each and every day he did something for his country, for his family, and for everyone he knew. He didn't want to die and we didn't want

to lose him, but he would gladly lay down his life again for America.

Listening to these words reminds us that freedom is never really free. It is the costliest thing in the world and is never paid for in a lump sum. New installments come due in every generation. Colonel Nicholson paid with his life a part of this generation's installment—for us, and for our children. We must pay our share, too. History will record whether each of us, in our own way, is worthy of his sacrifice and the sacrifices of those who went before.

You may be thinking this is a rather somber start, and I apologize for that. It in no way takes away from how glad I am to be here with so many military and civilian friends.

But I am troubled—troubled by the complacency I see concerning support for a strong defense; troubled by the Congressional "hacking away" at programs which this nation needs to protect itself and its allies; and, troubled by the erosion of well deserved benefits of soldiers and retirees, civilians and military, for the installments they made in defense of our freedoms.

The lessons of history are powerful—we must never forget what it costs to achieve victory and maintain the peace. Thomas Jefferson said, "If you expect a nation to be ignorant and free, you expect what never was and never will be." Freedom can be lost in a single generation.

Have we lost sight of how, just a few years ago, we let down our defense? Was it really that long ago that we let ourselves become hostages of our own timidity and weakness? We cannot allow ourselves to be bullied by the Soviets and pressured by state-sponsored terrorists.

As I listen to those who say the Soviets really don't mean us any harm, to the critics of our defense efforts, and to those who would "gut" the defense budget in the name of efficiency, cost-effectiveness, and social equity, I think of a letter a retired sergeant major wrote to me.

I enlisted before Pearl Harbor. Our infantry company had 65 officers and men. Half worked at riding stables and clubs. We were garrison soldiers and ill trained to defend our country. I'm one who can remember training using wooden weapons against trucks with "tank" written on the side.

Looking back and trying to analyze why our Army was in such condition, I conclude that the American people had a low regard for the Army. Our Congress echoed their feeling by inadequately equipping the Army.

I wonder whether the people today will support a modern Army capable of defending our country, or will we slide backward once again?

Will we slide backward once again?

The sergeant major's challenge talks about dollars and resources. Both are scarce and getting scarcer, and we all have a responsibility to husband these resources, to tighten our belts, and to provide the stewardship required to assure their efficient, effective use.

How has the Army been resourced to build a capability that enables it to fulfill its responsibilities around the world? From 1970-1976 the Army "lived off the shelf." We had net negative growth in investment. No new items of equipment were started, no new acquisitions, no building of war reserves, no growth at all. This is what the sergeant major was talking about.

It wasn't until President Reagan's administration in 1980 that we had a substantial increase to improve our capabilities. The growth that has occurred from 1980 to 1985 is small compensation for a decade of neglect.

Why is that important? Because if we are serious about raising the nuclear threshold, we must have a strong conventional capability. And landpower is the decisive element of that capability. That's what keeps the peace in Europe, the longest peace in 400 years of European history. This reality highlights the importance of maintaining a steady growth of investment in the Army.

A few years ago, we made some fundamental choices in the Army. Do we grow larger as an Army in order to deal with the spectrum of conflict in which we might find ourselves, or do we stay small and concentrate on modernizing our equipment and recruiting and retaining quality people? We chose a smaller Army, concentrating on quality people, quality living conditions, quality care for families, modernizing our equipment, and expanding our reliance on the Reserve Components.

Our purpose in making those decisions was to be prepared for war so as to strengthen deterrence and maintain peace.

Today the Army is meeting the sergeant major's challenge. We are in a state of transition—steadily today, preparing for tomorrow. The quality of soldiers, NCOs, and officers has never been higher. Ninety percent of our recruits are high school graduates. Discipline is the best it's ever been. People-oriented programs are underway to foster cohesion at unit level, to enhance esprit and morale, and to improve the quality of life for families.

In short, the volunteer force is working well thanks to the support of the American people and Congress, but proposed defense cuts by the Congress, and efforts to reduce soldier entitlements as well as retirement, could have a devastating impact on retaining career soldiers and attracting quality recruits.

Moreover, there's been some talk in Washington about a "freeze," that is, zero percent real growth. I'm very concerned about that! A freeze threatens to leave us unfinished the rebuilding of America's defenses begun four years ago. A freeze would "undercut" our efforts to lead NATO collectively to a stronger conventional defense.

Just as we're beginning to make progress in persuading Europeans to honor the "3 percent" pledge of past years, the United States would be seen as withdrawing from it and, as we all know, a freeze will not make the defense program cheaper. Program deferrals, stretch-outs, and the like don't save money, they only increase costs. We can't allow this to happen!

Yes, the Army has made significant progress. By the end of this year, we'll have over 3,000 M1 tanks, 1,900 Infantry Fighting Vehicles, 600 Black Hawk helicopters, and 200 Multiple Launch Rocket Systems which will greatly improve our readiness.

At the same time, training has become more challenging and demanding. Our units have responded superbly, proving their professional competence in Grenada, in the European tank gunnery competition, during exercises in Egypt, Europe, Central America, and Korea.

After so much improvement, we can't allow ourselves to slide backward.

This is the finest Army I've seen in over 35 years of service. But, the benchmark, for our progress cannot be simply our improvements in readiness. Rather, we must measure success in terms of the peace and freedom we have maintained in a complex and dangerous world. The lesson of history is that being prepared for

war is the best way to avoid it. As President Reagan said:

Let me make one thing plain. We're not out for any territorial gain, or to impose ourselves on anyone. But believe me, America must never again let its guard down.

The nation can be justifiably proud of what our Army has accomplished over the past few years, but, while we are actively confronting the challenges we face, there is still a need for genuine concern.

The Soviets take their business very seriously. We must never lose sight of that. We must also keep in mind that the Soviets simply do not think as we do. The Soviets are different. We saw that in their callous indifference concerning the tragic death of LTC Nicholson and the Korean airliner crash.

Part of the reason they act as they do can be found in their haunting experience during World War II. Its memory helps justify today's huge military expenditures by emphasizing the theme "never again."

And as seen in their continuing military buildup, they mean it. The Soviets spend 14-17 percent of their gross national product for the military, year in, year out, and it makes a difference. Their military and coercive power have increased significantly through modernization and expansion, not only of the Soviet Army, but also of Soviet and Warsaw Pact nuclear, air, and sea forces. Ominously, their needs go way beyond defensive purposes.

The North Koreans allocate even more of their resources to defense than the Soviets. They spend 24 percent of GNP every year to man, train, and equip their military forces. They and the Soviets do not engage in suicidal defense spending like we do in this country. They are relentless in the way they invest in their security.

A while back one of our foreign area specialists in Eastern Europe told me about a conversation he had with a young eight-year-old Hungarian school girl. He asked her what she thought of having Soviet soldiers in her country. Her reply was, "The Soviets are our brothers." He was rather surprised at her response, expecting her to say something along the lines of, "The Soviets are our friends or allies." He asked her about it. She replied, "Friends or allies you can choose." Pretty profound for an eight-year-old.

In our Army over the past four years much has been accomplished, much remains to be done. We will need

the strong support of people like you and of the entire Army community—as well as the support of Congress—to fulfill the obligations we have to those who serve in defense of our nation. We must not allow ourselves to slide backward once again.

You may be asking what can I do? How can I help? By encouraging our young people to come into the Army and supporting them with resources for quality equipment and training. The achievements of tomorrow's Army grow out of the dreams of today's youth.

A soldier in one of our earlier wars carried the following prayer:

I asked God for strength, that I might achieve
I was made weak, that I might learn humbly to
obey. I asked for health that I might do greater
things. I was given infirmity that I might do better
things. I asked for power that I might have the

praise of man. I was given weakness that I might
feel the need of God.

I asked for all things that I might enjoy life. I
was given life that I might enjoy all things. I got
nothing that I asked for—but everything for
which I had hoped. Almost despite myself, my
unspoken prayers were answered. I am among
all men, most richly blessed.

All of us—soldier and civilian alike—are richly
blessed to be Americans. We have God's gift of free-
dom; a gift protected by the thousands of Nicholsons
who went before us. A gift we in turn must protect for
our children. Those of us who serve in the Army are
further blessed because we have the privilege of serv-
ing the greatest nation on earth when our service counts
most.

Thank you and God bless you.

To the speech that he gave at the 1985 Armor Conference on his vision for the Army, General Wickham added the following paragraphs to this audience

Address at the U.S. TRAINING AND DOCTRINE COMMAND/ TACTICAL AIR COMMAND/ASSOCIATION OF THE UNITED STATES ARMY SYMPOSIUM

Army War College, Carlisle, PA
15 May 1985

The Army "Vision" and "Jointness"

... **b**efore discussing the elements of
this vision, let's briefly consider the
strategic realities and the constraints we face, as we look
to the future. Economic, military, and political impera-
tives cause the United States to maintain a global per-
spective in today's world.

A flexible military strategy, based on joint and com-
bined operations, provides for the collective security of
the United States and its allies. The operative elements

of our national military strategy—landpower, seapow-
er, and airpower—must work together, in harmony, to
provide for our security. This approach works! We see
it in Europe, where we enjoy the longest period of peace
in 400 years of history.

Today, in an age essentially of strategic nuclear par-
ity, joint operations take increased importance as the
burden of deterrence shifts to modern, conventional
airland forces. They provide both a deterrent and a war
fighting capability.

With that as background, let's examine each part of the vision, starting with our units, equipment, and doctrine—ready, and able to mobilize, deploy, and conduct joint, as well as combined, operations. Readiness demands forces that are armed with good equipment and trained to employ it in battle. Over 2,300 Abrams tanks, 1,400 Bradley Fighting Vehicles, 100 Multiple Launch Rocket Systems, and 550 Black Hawk helicopters have already been distributed to both Active and Reserve Component units. Our policy is, "the first to fight, is the first to be equipped."

As you're fully aware, we're revamping our doctrine based on threat analysis, technological advances, and the nature of future conflict as well as lessons learned from recent hostilities. (We're still learning from past hostilities too.)

AirLand Battle is our operational doctrine, and applicable to the mid to high intensity end of the spectrum. (Doctrine development is an evolutionary, not revolutionary process.) For the future, Army 21 will guide the development of our war fighting concepts for the 21st century. In its final, approved form, it will be an advanced, logical extension of our AirLand Battle doctrine.

We must ensure, however, that the thrust of this new doctrine takes advantage, as much as possible, of current organizational designs and concepts, unless a compelling case is made otherwise. We can't afford excessive TOE/MTOE turbulence.

We intend, in the foreseeable future, to maintain a constant, Active Component end strength in the Army. To the extent possible, we're going to replace support manpower with productivity enhancements and technology, and convert that manpower into combat power.

These enhancements can permit, also, somewhat smaller units at all levels, however, we need gradual rather than dramatic change. We want to assure, that as we build for the future, we do not undermine support for our current initiatives and capabilities.

We're serious about "scrubbing" the total structure—to include the DA Staff, our Field Operating Agencies, the MACOMs, and other activities—to improve efficiency as well as find manpower for the "TOE" Army. We're making it stronger. Since the 1983 decision of the Army leadership to maintain a constant end strength, we've "grown" 35 active duty combat battalions—and we expect that number to increase in the future.

We also have much to learn about Low-Intensity Conflict, to include terrorism, and how to use best our light and Special Operations Forces in such an environment. We're studying that now to improve our capability to deter and respond to these situations.

In this same doctrinal context, we are promoting "jointness." We cannot accomplish our many diverse and geographically distant missions without the support of our sister services. We go in someone else's aircraft and someone else's ships. On the ground, we use someone else's aircraft for deep reconnaissance, interdiction, and close air support. We have to be "joint."

A year ago, General Gabriel and I signed a Memorandum of Agreement that provides for better coordination of budget priorities, elimination of duplicative functions, and more efficient combat operations in wartime. The 34 initiatives now in progress have the potential to avoid hundreds of millions of dollars for the Army and the Air Force through increased efficiencies and economies, and avoidance of duplication. These initiatives allow us to target our dollars where they count the most.

A similar "MOA" addressing strategic sealift and cargo off-load programs was signed by the Army and Navy chief logisticians. And, to implement these agreements, service programmers have signed an all-service "MOA" that coordinates the program and budget process. All of these measures will expand coordination and cooperation between the military services in peacetime, and will help ensure effective joint operations in war.

While this is an Army and Air Force agreement, the Navy has become actively involved in 4 of the 34 initiatives. They're participating informally in several others.

As we expand areas of cooperation, coordination, and understanding, we will improve our ability to go to war and conduct effective joint and combined operations. As we study the lessons learned from Grenada, for example, we know that, while "URGENT FURY" was a success, we cannot rest on our laurels. We can, and must, improve the conduct of joint operations. This Army-Air Force Memorandum of Agreement is a bold and historic step in that direction, and we're working to get the Navy and Marines more involved.

Space is a final area where our doctrine needs pioneering. The enormous potential of space adds a new dimension to AirLand Battle. We're just beginning to see the applications that have the potential to revolu-

tionize how we fight. The same spirit of "jointness" that exists here on earth will have to be present in space. We're working now to define better the roles and missions of the services.

Let's turn briefly to the second part of the vision: the Army must have a balanced force structure. A properly balanced force structure between heavy, light, and Special Operations Forces is what we need to provide the National Command Authorities a set of viable options to deal effectively with contingencies across the entire spectrum of conflict. Predominately "heavier" forces are necessary to protect our vital interests in Europe, and, to a lesser degree, in Korea and the Persian Gulf.

"Heavier" forces include our armored and mechanized divisions, our standard infantry divisions, and our motorized division.

"Lighter" forces are essential for those contingencies calling for rapid response and strategic deployment. Here, deployability equates directly with deterrence. "Lighter" forces include our airborne and air assault divisions, and our new light infantry divisions. The light divisions are "light" in the sense that they can deploy with speed and agility in a "pre-crisis" or low-intensity setting, yet they're robust and "tailorable" enough, when augmented, to remain survivable and useful when employed in a mid- to high-intensity scenario.

They provide us with strategic flexibility because we have the capability to "swing" one or two divisions to an appropriate corps in NATO, the Pacific, or in Southwest Asia. In NATO, when augmented and employed selectively in restricted terrain or urban areas, light forces can "free up" our heavier forces for use as a crucial operational reserve, or, alternatively, an appropriate mix of heavy and light forces can permit the commander to match best his forces to the applicable factors of METT: T, mission, enemy, troops, terrain, weather, and time. Lightness is more than organization. It's equipment and technology, composites, design specs, M108, ammo, and vehicles.

We must continue to modernize and refine our armored and mechanized "Division 86" designs, and "roundout" selected CONUS-based divisions with Reserve Component brigades. We must rely, increasingly, on the Reserve Component to meet our Total Army mission requirements, without exceeding that "elastic" limit beyond which we cannot go and still maintain a credible deterrent force.

A final point about force structure is the modernization of the Army's Special Operations Forces—our Special Forces, Rangers, psychological operations, civil affairs, and special operations aviation. These programs will continue to receive high priority because they provide increased flexibility and capability at the lower end of the spectrum, where terrorism and unconventional warfare exist, and they complement our conventional capabilities at the higher end.

These forces also, importantly, give us a capability to implement "pre-crisis" measures, like military assistance and support, that can help sow the seeds of stability in the Third World nations.

We haven't yet discussed the basic human ingredients that form the sum and substance of our forces' vision. So let me turn to the third and fourth elements of our vision.

We need strong, ethical leadership—ready for war, caring for people, and exercising stewardship. In 1985 the Army theme is "Leadership." As we move towards the future, we need leaders who think, eat, and sleep "jointness," and who can operate independently on a chaotic battlefield. Yet, they must always act with "disciplined initiative," within the intent of the next higher commander. That's the essence of AirLand Battle doctrine.

We must ensure that our soldiers are tough, technically and tactically proficient, and with a courageous spirit, and have a strongly held conviction that good leadership means caring deeply about soldiers and their families. Good leaders are standard-bearers; they set examples of personal and professional excellence. The human dimension must undergird all of our efforts—it's the essential ingredient that makes the difference in peace or war.

Part of providing strong leadership is the exercise of stewardship. Clearly we must make the most of our constrained resources. The American taxpayers demand—and deserve—maximum value for their dollars!

The final component of the vision is the most important because it pertains to people. Quality people—supported by healthy families.

Readiness is our first order of business, and readiness is inextricably tied to soldiers' morale and discipline, and to the strength of their families. To the extent we have cohesive units and healthy families that feel good

about the Army, we'll have soldiers who'll go the extra mile for readiness and for combat.

The men and women serving in today's Army are extraordinarily capable. The best I've seen in 35 years of service. This quality must be maintained because, with a small Active Army, excellent soldiers are the "seed corn" for mobilization and for meeting the challenges in the future. We must continue to improve the quality of life for our soldiers and their families through continued pay comparability, benefit retention, and improved living and working conditions. My

guidance to the Army programmers is clear: protect our people and family programs!

We've accomplished much, but we've got much more to do.

That's my vision for the Army. An Army that's modernized, balanced, able to conduct joint and combined operations, strongly and ethically led, and manned with quality people and healthy families. That's an Army ready today and preparing for tomorrow.

Introduction in ARMY AVIATION

June 1985

LHX: A Compelling Need

Our Army is both ready today and preparing for tomorrow. We are engaged in a modernization program that is unprecedented in the Army's history, a program which capitalizes on advanced technology and innovation. One of the major challenges that we face in the future is the replacement of our light helicopter fleet, the UH-1, AH-1, OH-58, and OH-6. These combat proven aircraft are products of the 1960s and represent the technology of that era. They are now old, obsolete, and incapable of performing the future missions of Army Aviation.

The Army has chosen the Light Helicopter Family—the LHX—as the means to meet the challenges of the 1990s and beyond. It will meet the requirements of our AirLand Battle and Army 21 doctrine. The follow-on articles in this issue of *Army Aviation Magazine* describe the uniqueness and importance of the LHX program. This development and acquisition program will be the most significant ever undertaken by the Army involving nearly 5,000 aircraft at a cost of over \$40 billion.

The LHX is not just a new aircraft. Rather, the LHX is a new concept consisting of two variant conventional helicopters—a scout attack aircraft (the LHX-SCAT) and a light utility aircraft (the LHX-U)—that share common engine, transmission, rotor, and electronic components, a two-level maintenance concept that eases the workload in the field and the depot, and a training

program that streamlines and enhances the training process for pilots and support personnel. Both models will use a fully integrated, automated cockpit arrangement that permits single pilot operation.

The essence of the LHX is flexibility, a multi-mission rotorcraft that will perform a wide array of tasks. It will perform those missions which do not require the capabilities of a larger, more expensive medium helicopter fleet, will support, enhance, and complement the capabilities of the medium helicopter fleet, and will perform missions which are unique to the light helicopter.

The LHX aircraft will take advantage of the most modern aviation technology, and will demand the integration of man and machine at a level higher than any previous weapon system. Meeting the developmental goals in terms of gross weight, reliability, availability and maintainability, and, operating and support costs will tax our civilian industry to their uppermost levels of innovation and efficiency. We firmly believe these ambitious goals are achievable. Industry and the Army—working together—will successfully execute this vital program.

The LHX will accomplish the Army Aviation mission as part of the combined arms team and will counter the threat well into the 21st century. LHX is the right program for Army Aviation—it will fly "Above the Best."

Address to the MAJOR ARMY COMMANDS' SAFETY CONFERENCE

Sheraton National Hotel
Arlington, VA
4 June 1985

This is a special opportunity for me to come here and talk eyeball to eyeball with those people who can help make the Army a safer place in which to live for our people as well as our equipment.

The fact that I'm here indicates that I take safety very seriously—I always have in any command position that I have been in—and I want to share with you a little bit of my philosophy that deals with safety.

I must say to you that I am disturbed about the fact that my philosophy of safety is not getting out throughout the Army so I want to share some of that philosophy with you, the same way that I share it with new battalion, brigade, division, and corps commanders—trying to get it down throughout the Army. I also want to discuss with you how you can help me to instill safety.

The world in which we live is very complicated—very dangerous equipment flies faster, the vehicles go faster and still roll over, and the human being still breaks down and still dies. But the era of largess in funding is over, and we aren't going to be as able as we were in the past to buy more helicopters or replace fixed-wing aircraft that we broke. We aren't going to be able to go out and kill ten soldiers here or a thousand there and just go out and recruit some more.

It's increasingly difficult to recruit quality soldiers. It's expensive to replace soldiers. We're likely to have a zero-percent rate of growth in the 1986 budget. We might not even have the allowance for inflation over the 1985 budget which will mean a minus rate of growth between 1985 and 1986. That will mean less money to do the things that have to be done—to buy the new equipment, to operate it, to build the housing, to take care of the facilities in which we live and work. 1987 and 1988 are likely to be close to zero or three percent, at most, real rate of growth. So the era of four, five, and six, and even twelve percent real rates of growth that we started out with in 1960 are over.

I think we need to realize, therefore, that things that we bend or break and people that we bend or break are increasingly difficult to replace and cost more. This means that we are just going to have to do with less.

Now those are practical reasons, quite aside from the moral reasons, that people are saying. The Army, unlike the other Services—and I exaggerate to make the point—puts equipment on people, the other Services do it the other way around. Therefore, people are stage center for us, and taking care of people is important to us. That is the fundamental reason behind my philosophy because I care about people. I am diminished as Chief of Staff of the Army, as Steward of the Army, when someone dies.

When I was a battalion commander—almost killed in Vietnam—I felt that I was responsible for the loss of life in my battalion that night because there were things that I could have done that I didn't do. I didn't walk the line, I didn't make sure that there were flares out so that we weren't infiltrated, that the tunnels that might have come into the position were not closed off. I take seriously my role as steward in terms of responsibility for people.

But there is another dimension. If we are serious about the readiness of the Army, we ultimately have to be serious about safety in the way we do our business. If we do things in a cavalier, unsafe way in peacetime, we are going to kill people and break machines in war. There is no magic that descends on human beings when shooting starts that makes people warriors, that makes people of character, that makes people responsible for the equipment and lives that are entrusted to them. If we don't learn these things in peacetime, heaven help us in war.

Now, my philosophy basically has five points. It's simple and many of you have devoted your service lives to this. So, maybe I'm giving you a blinding glimpse of the obvious but I'm reinforcing some of your philosophy. First, there is nothing we do in peacetime that warrants the unnecessary risk of life or limb or equipment—nothing. You cannot say that we are going to do this in the name of realism, that we are going to do this in the name of strenuous exercises when we risk people.

We had a battalion commander in Honduras who had an exercise activity. He went through the exercise

as did the company commander, the first sergeant, and the sergeant major. The exercise was inherently unsafe but he didn't change anything. Eventually some soldiers and the company commander were killed by mortars. He should have changed that so we relieved the battalion commander and the sergeant major because of their dereliction. Nothing we do warrants the unnecessary risk of life or limb.

Second, commanders are safety officers back in your organization. This is the message I give my commanders. I say, "You must put yourself out as the safety officer." Everywhere I've gone, I have appointed myself as the safety officer—when I was Commander in Chief in Korea and the Commanding General of the 101st Air Assault Division. I was the safety officer. I went to the safety meetings. That doesn't mean that others are not responsible and helpful in their roles, but unless the boss is involved, things aren't going to happen.

What brought my attention to this was when I first took over the 101st. I was there about two weeks and we had a tragic aircraft accident. The aircraft got involved in bad weather and crashed on the reservation. We couldn't find the aircraft for eighteen hours even though it was right on the reservation. We might have saved a life if we'd found the aircraft sooner because someone got out of the wreckage and walked fifty meters and then died under a tree. The reason that the aircraft crashed was because it was airborne in bad weather. There were rules about going out in bad weather and who had the authority to exercise release, but those rules were not observed because the commanders were not involved. Well, we put those rules in non-clad situations and there are now clear steps of authority that finally got up to the commanding general as to when, under certain conditions, the aircraft would be allowed to go.

In Korea, the accident people came to me. We had all these accident investigations of aircraft going down here and there, many of them due to striking wires. Korea has many ever hanging wires. We tried to get the Koreans to put orange balls up but there were still a lot of wires. Where were the wire cutters in the Army in 1979? The Army wasn't going to buy any of them because they were too expensive. Because I was the commander and involved and concerned about that, we led the way and finally got wire cutters. Those wire cutters have saved more than they have cost.

Why did that happen? Because the commander got involved and said this is going to end, we're not going to continue this carnage because of this kind of problem.

It's not enough to say you have got to be much more clairvoyant when you fly around so that you see wires. You're going to have to do something to help the problem. Commanders must be the safety officers, ground and air.

Third point. We have an obligation, you and I and the whole chain of command, to inculcate soldiers as well as the leaders with a sixth sense of safety. Virtually everyone in this room has children, probably, and we do that as parents. We have an eye for safety. If there is something on the stairs that a child is going to step on and break a leg, or there is something on a table or the stove that a child can reach up and pull over on themselves, you are constantly going around the house getting these potential accidents out of the way of children.

We have to develop that kind of sixth sense about safety within the Army so that soldiers are conscious of unsafe acts that are about to happen, can see the potential for tragedy, and can fix it. If there is something wrong with the private vehicle, do something about it.

When I was in Korea, we had several APCs during a TEAM SPIRIT Exercise that went into a river during a river crossing. Somebody left the drain plugs out so the APCs sank and four soldiers died. People were not doing what they were supposed to be doing. It is the responsibility of individuals to be sensitive to that kind of thing. We have to inculcate people with that concern.

The fourth point is accountability. The Army is a huge organization—we understand that it is very easy to be anonymous. "Somebody else is responsible." "Well, that's a committee solution." "I'm not totally in charge." "You can't blame me." We have not done a very good job in terms of fixing accountability and developing a sense of responsibility to accept accountability. Trying to drive into aviation business collaterals, so that people are penalized when there is clear negligence and throughout the structure, is one of the things that you need to be involved in here. Where there has been clear negligence, and collateral shows that, then some concrete action will be taken. When we have pilots who are continually negligent, they need to be grounded permanently before they kill someone. I want you to understand I mean business about that.

One of the things I started when I was Vice Chief of Staff was an IPR every quarter in aviation safety so that we can see what's happening in the Army and take some immediate action to fix things if we need to. I went

to one the other day here and I must say it like *deja vu*. Same sort of problems that I began to see three years ago—no major changes: things aren't happening. Well I'm not going to tolerate it. The aviation accident rate this year is one of the worst in the Army's history.

The last point is that safety officials must be proactive and aggressive. You need to be the hair shirts in your organization. You need to get yourself involved in the activities—the training activities, the ongoing activities of your organization that deal with private vehicles, as well as administrative and tactical vehicle, and tactical training.

Now we have made some progress as you know. I don't mean to be thundering on the negative side. Since 1981, the tracked vehicles accidents are down about ten percent. Army motor vehicle accidents are down about seventeen percent. We have achieved some significant reductions in privately-owned vehicle accident over the past few years. Since 1981, they have been reduced by twenty-two percent.

Now some of that may be because of greater attention paid to it. Some of this may be just the fact that soldiers have been paid more the past four years and have bought better, safer vehicles. Some of it may be due to the fifty-five mile an hour speed limit. Some of it is due to the Army's policy now about being tough on DWI. In any event, we have made some progress

but we need to recognize that more progress can be made.

I look at your command's accident rate, both on the ground and in the air. I make my own judgments about what's happening and what is not happening. Those judgments are my part of the mosaic in terms of the performance of commanders. Your commanders need to understand that. We just can no longer accept that the cost of doing business in the Army is to kill people and to break machines. Yes, some of that is going to come about because we are in a hazardous business.

The Navy and the Air Force have had the lowest accident rates in their history, and the Army has got one of the highest in its history. So, we've got a long way to go in terms of improving our sensitivity towards reducing accidents.

As steward of the Army, trying to do all that I can do to provide ethical and responsible leadership, I implore you to help from the ground up in your role as advisors on safety, to galvanize a renewed commitment to ground and aviation safety, to conserve our materiel resources, and, to conserve our soldiers' lives as well as the families that are affected by lives that are broken or destroyed. This is a rather somber note on which to end, but I want you to understand the depth of my feeling about safety.

Address at the WALTER REED ARMY MEDICAL CENTER GRADUATION CEREMONY

Washington, DC
21 June 1985

I am pleased to be here with you today, to recognize your accomplishments, and to tell you how proud we are to have you as part of the Army family, a family of proud and ready soldiers, prepared to defend the freedoms of this great nation. . . .

Well, pretty soon many of you will be heading out to that operational side of our Total Army where you will have an opportunity to see and appreciate what all our soldiers do day by day, to keep the peace. I urge you to grab on to that opportunity. Learn all you can about the lives of our soldiers and their families, their challenges, and their problems.

Work hard at understanding the many and diverse missions our soldiers must accomplish each day. Ac-

tively work at being part of the Army community. Help to establish a bridge of understanding to the operational side of the Army—a bridge which will be strengthened by genuine concern and caring on your part, and by solid trust and confidence in your skills on the part of our soldiers and their families.

In your profession, life is an intimate thing because by your hands you aid both in giving life and in repairing broken bodies and minds. Your profession is built on the highest ideal—that of caring for your fellow man. You know the value of life.

Our soldiers, too, know the value of life. They know the value of freedom and are daily reminded of its costs.

We also must never lose sight of the fact that the Soviet threat is very real, and they take their business very seriously. We must keep in mind that the Soviets simply do not think or act as we do. They are different. We saw that in their callous indifference toward the tragic death of Lieutenant Colonel Nicholson caused by their refusal to render medical aid, and their cold blooded shooting down of the Korean airliner.

The Army in which you play such an important role is better than last year and substantially more capable than four years ago. We are requesting resources from Congress in the FY 86 budget to continue the essential programs for improving our forces' quality, for strengthening readiness, for equipment modernization, and for expanding our capabilities to sustain operations.

We have also asked them to look favorably on people programs including medical care, housing, pay, recruiting and reenlistment incentives, and family support. My guidance to Congress and the staff is that if cuts have to be made, "the people programs are off limits."

Our most important mission is to maintain the readiness of our Army in order to protect this great nation. But readiness is inextricably tied to soldier morale and discipline, and to sustaining their families' strength. The readiness of our Army rests on quality soldiers and their families who feel good about the Army.

The 1984 theme, the Year of the Army Family, provided the desired impetus to support the Army's commitment to Army families. It focused on expanding the concept of a caring partnership between families and soldiers, and families and the Army, by strengthening the institutions dedicated to caring, and by continuing the significant funding efforts and legislative changes which were needed. You have my word that the programs that have begun will continue and that the caring relationship between the Army and its families will not diminish.

But we've only just begun to implement and sustain the policies and programs that will make a difference for soldiers and their families. What will make these initiatives a living reality are leaders at all levels throughout the Army. People just like you.

A young Army wife told me recently that "she'll believe the Army is serious about improving the quality of life for families when she doesn't have to spend hours on the phone trying to get the first available hospital ap-

pointment in two months, when the doctors who see her, or her children, don't treat her like a number on a chart, or just a dependent, but as a real person with needs and concerns and anxieties. When the doctor she sees, cares for her and her family, just as he would his own." "Just as he would his own!"

Is that really too much to ask?

You see, the insignia you wear gives you a very special responsibility because it represents an expected standard for all to see. This standard is founded upon a proud tradition of providing services that people want and need—services many must have to live free of disability, to live in comfort, to live independent, productive, and satisfying lives, and a standard based on sacrifice and caring for those around you. A very special responsibility.

With that special responsibility comes a unique opportunity, an opportunity not only to mend, cure and heal, but also to influence as well.

The Army medical profession cares for 68,000 patients a day. That's over 25 million people in a year. What an opportunity to influence and shape the attitudes, beliefs, and morale of the entire Army family—an opportunity to influence either in a positive way or in a negative way.

This is also an opportunity "to turn young soldiers and their families on or turn them off on the Army. "If only the doctors would care for me and my family as he would his own."

Today's Army is the finest I've seen in over 35 years of service, and our soldiers and their families deserve the finest health care we can provide. Your commitment to caring is what will make the difference.

Recently the military medical profession has received a lot of attention, not all of it good. I believe we have to look at the criticism with a solid understanding that, on the whole, the support the Army medical community provides our soldiers and families is superb. Every officer, NCO, and civilian member of the Army medical team has every reason to be proud of their contributions. I know that I for one am proud of your achievements.

But because so many do well so often does not give us the right to shrug off incompetency, apathy, and uncaring indifference on the part of a few. The challenge facing the Army medical community is not to explain

itself better, but to demonstrate by action that the concerns of the public, the patients, and the leadership are taken seriously.

A recent DOD survey of active duty personnel consistently rated military care unfavorably and well below medical care from civilian providers. We have to work hard to change this in terms of fact and perception.

The only way we can change the negative feelings about Army medical care is by continued positive action. That's why Secretary Marsh and I recommended General Quinn Becker as The Surgeon General and have charged him with culling unqualified and incompetent medical providers. The medical community and the Army Staff are working together to ease patient access to appointments, increase the number of support staff, and develop a program to put the AMEDD on a family medicine system. General Becker and the staff are also working to develop and support an aggressive quality assurance and medical readiness program.

General Becker has my complete confidence and support, but there is much to be done. And that means each of you has to accept more than your share of the burden. That means taking on jobs that others are too lazy or too uncaring to shoulder. Don't you be one who reaches for the stool when there's a piano to be moved.

As I mentioned earlier, your insignia represents a standard of excellence. You have earned the right to wear that standard through dedication and many hours of hard work. You have passed the test, and are looked at now as a leader in your noble profession.

Just as a soldier carries a unit's battle standard and provides a rallying point for his comrades, a leader, no matter what the profession, sets examples for his subordinates, and establishes personal and professional standards of excellence. Thus, you must understand that leaders are standard-bearers of leadership—there for all to see.

Being a standard-bearer is a full-time job. General Patton once said, "An officer is on parade twenty-four hours a day," and General Abrams once said, "The higher up the flagpole you go, the more your rear end hangs out." A leader—whether a doctor, a NCO, or a corporan—sets examples of leadership all the time.

As a standard-bearer in uniform, you pledge your life to a higher calling. It's a calling that's a profession, a way of life—not just an occupation. Through your personal example, you inspire subordinates to practice daily

the fundamentals of the Army ethic: loyalty to the institution, loyalty to the unit, personal responsibility, and selfless service.

By completing this significant hurdle in your professional development, you have demonstrated that you live by the Army Ethic. You are the "muscle and bone" that will give form and substance to the Army's character. These values make the difference between an Army and a great Army. And you have a responsibility to carry these values out to the Army, and to sustain them throughout a lifetime career of service.

Each of us as leaders has to work hard at improving our professional skills and our capacity to lead. We have to keep on reaching, keep on growing, because I'm convinced that leaders are made, not born, and that to be great leaders we must improve our leadership capabilities throughout our lives.

I offer these to you as a guide, to help in your development as a professional and a leader. For you can make a difference.

First:

Take the time to teach, train, and coach your subordinates. The corporamen, NCOs and civilians assigned to your care are the most precious resources you have. Sharing with them your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them and the Army Medical Corps. The footlocker counseling or bedside manner that you provide your patients and their families will pay big dividends in terms of patient understanding and awareness. Keep that foremost in your mind.

Second:

Do everything you can to develop technical and professional proficiency in yourself and your subordinates. Strive for personal and professional excellence in all that you do. You will have to work hard at developing your skills to perform your wartime mission. It won't be easy to provide outstanding medical care day after day, and to develop wartime expertise and training at the same time, but you must do it.

Most importantly:

Care deeply and sincerely for your patients and your subordinates. Your profession and your leadership is exercised in order to serve them, and their needs. And I include the needs of their families, because, in addi-

tion to having a moral obligation, caring for Army families is in our own self interest. The stronger the family, the stronger the Army. Let the shingle that hangs outside your door read "this doctor really cares", and let your bedside manner prove it.

Fourth:

Take responsibility for the good, the bad, the right, and the wrong that goes on in your area of responsibility. It's so easy to shift the blame sometimes, but it takes a man or woman of courage to step forward and say "I'm responsible and will fix it." When you do this a couple of times, those junior will see it, and you'll develop a climate in which you can teach subordinates how to take responsibility for their actions.

Next:

Set high standards, meet them yourself, and demand that your subordinates meet them. The standards you set must be realistic, but they must stretch the capacities of both the individual and the organization.

Sixth:

Listen, I mean really listen, to your patients and subordinates, and then act upon what you hear. Leaders must learn to listen as well as direct. Listening is a form of loyalty. As you grow older, there will be a temptation to listen selectively, or not to listen at all. Guard against it! Make good listening your trademark and your patients will rarely complain.

Seventh:

Work hard at "growing" yourself, your subordinates, your organization, and your family. When you are placed in charge of an organization, work to inspire and develop excellence in all that surrounds your organization. You've got to create, to innovate, and to inspire.

And finally:

Make a difference. The time each of us is "in charge" is short. By leaving things better than they were, you will be making history in the Army. There will be plenty of challenges, plenty of opportunities to overlook, or to capitalize on. You can either lift yourself up and meet them, or stand pat and let them pass you by.

As leaders, we carry the responsibility of being the "standard-bearer" for those we lead, and those whose lives we touch. You as Army doctors have a special responsibility and unique opportunity to influence the action. By demonstrating personal and professional excellence, you will provide the example of character our young soldiers need to grow and develop and truly "be all they can be."

I challenge each of you to develop your professional skills, build your personal character, and demonstrate the caring leadership which will make today's proud and ready Army even better—one soldier, one corpsman, one patient at a time.

Good luck to you all and God bless you.

SECTION III

1 July 1985—30 June 1986

In his remarks to many audiences, most particularly to the Army's new battalion and brigade commanders, General Wickham always stressed the need to establish a vision for what they wanted to accomplish. Adhering to his credo, General Wickham articulated to his audiences his vision for the Army which included quality soldiers supported by healthy families; a balanced force structure that was capable of mobilizing, deploying, and conducting joint, as well as combined, operations; modern Army units, equipment, and doctrine to meet the challenges of the 1990s and beyond; and, strong, ethical leadership, with leaders who maintain standards of excellence, are ready for war, care for people, and exercise stewardship.

During this period, General Wickham also discussed the art of war in today's Army: the primacy of "the art" over "the science" of war; the practice of the art of war at its three levels—strategic, operational, and tactical; the importance of tactical principles to the practice of the art of war; and, the human dimension that is the connecting thread throughout the art of war.

The Chief of Staff talked about the themes for 1985 and 1986, Leadership and Values. He reminded audiences that the difference between a good Army and a great Army is leadership. Leaders must be standard-bearers setting personal and professional standards of excellence. He offered eight precepts as a guide for solid leadership: teach, train, and coach people; develop technical and professional competency; care deeply for people; take responsibility; set high standards; listen, really listen, to both superiors and subordinates; "grow" yourself, your subordinates, your organization, and your family; and make a difference, make history, on your watch. These ideas became images through the poster series, "Today's Army: Proud and Ready," and an interpretative art contest that allowed soldiers around the world to express their impressions of their Army with art.

On the theme of Values, General Wickham stressed the need to have a solid, ethical foundation for one's character and to work on strengthening the Army Ethic—loyalty, duty, selfless service, and integrity—the hallmarks of professionalism for those who serve in today's Army. He believed that, if the Army as an institution and its individuals would adopt these core values, their character would be strengthened, bonding to one another would be enhanced, and commitment to a higher calling would be reinforced.

General Wickham used a quote from Mrs. Karen Nicholson, widow of LTC Arthur D. Nicholson, Jr., killed by a Soviet sentry in East Germany, to end many of his remarks with a poignant example of commitment to family, the Army, and the nation.

During this third year in office, General Wickham began to express, in strong terms, his concerns about increasingly constrained fiscal resources for the modernization of the Army. He argued that we had "lived off the shelf" in the 1970s, that we had started modernization several years after the other services, and that we had only partially completed our programs. Now was not the time to constrain Army resources severely. General Wickham also had some reservations about the proposed reorganization of the Department of Defense. In his appearances before Congress and other audiences, he argued for evolutionary, not revolutionary, changes in our defense apparatus.

SOLDIERS

July 1985

Just How Good a Leader are You?

I remember a sign that used to be on one of the locker room walls: "If you're not getting better, you're getting worse." Nothing ever stays just as it is. That thought is captured in the Army's recruiting song "Be All You Can Be." Have you ever really listened to the words? There's a powerful message there: "...Be all you can be."

Each of us as leaders has to work hard at improving our professional skills and our capacity to lead, for I'm convinced that leaders are made, not born, and that to be great leaders we must improve our leadership capabilities throughout our lives. You may be asking yourself, how can I better prepare myself to lead? What do I have to be, know, and do?

General Bill Livsey, the commander in Korea, tells us that taking a hard look at ourselves is a good start: "You can assign a man to a leadership position, but no one will ever really be a leader until his appointment is ratified in the hearts and minds of his soldiers. An honest self-evaluation is in order—and very difficult to do. I think this is the first vital step as one goes about the business of becoming a better leader. Your soldiers will gauge how well you are doing. You can fool bosses, and at times even peers, but you can't fool your subordinates. Look into their eyes—you'll really learn something."

Looking back over 35 years as an officer, as leader and led, I have often times "taken pulse" on how I thought I was doing. There were times when I didn't quite measure up to the high standard of personal and professional excellence that I had set for myself, times when I knew I had to work harder to improve myself. You know how I could tell? I could see it in the eyes of those around me.

I've developed a set of precepts that have helped me to grow as a professional soldier and leader. I go back to them now and again to see if I'm on track, for the growing never ends, even as Chief of Staff. And if you're not getting better, you're getting worse.

I share these precepts with you not because they are earthshaking, but because they may help your develop-

ment as a leader. As you "learn to lead," you will formulate your own precepts based on your personal experiences.

Take a moment and ask yourself these questions and look into the eyes of your soldiers to see where you stand:

- Do you take the time to teach, train, and coach your subordinates? The soldiers, NCOs, and civilians assigned to your care are the most precious resources you have. Sharing with them your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them and the U.S. Army.

- Are you doing everything you can to develop technical and tactical proficiency in yourself and your subordinates? Proficiency or competency is the mandate for leadership. Competent leaders can save the lives of their subordinates in battle. Incompetent leaders lose lives. Even bravery is no substitute for technical and tactical proficiency.

- Do you care deeply and sincerely for your subordinates? Your leadership serves them, and their needs. And I include families because, in addition to having a moral obligation, caring for Army families is in our own self-interest. The stronger the family, the stronger the Army.

- Are you willing to take responsibility for the good, the bad, the right and the wrong that goes on in your area of responsibility? It's so easy to shift the blame sometimes, but it takes courage to step forward and say, "I'm responsible and will fix it." When you do this a couple of times your soldiers will see it, and you'll develop a climate in which you can teach subordinates to take responsibility for their actions.

- Do you set high standards, meet them yourself, and demand that your subordinates meet them? The standards you set must be realistic, but they must stretch the capacities of both the individual and the organization. The demands made to achieve these standards will foster a state of discipline within the organization and carry it to success in battle.

● Do you listen, I mean really listen, to your subordinates, and then act upon what you hear? Leaders must learn to listen as well as direct. Listening is a form of loyalty. As you grow older, there will be a temptation to listen selectively, or not to listen at all. Guard against it!

● Do you work hard at "growing" yourself, your subordinates, your organization, and your family? When you are placed in charge, work to inspire and develop excellence in all that surrounds your organization. You've got to create, to innovate, and to inspire.

Are you making a difference? The time each of us is in charge is short. By leaving things better than they were, you will be making history in the Army. There will be plenty of challenges, plenty of opportunities to overlook or to capitalize on. You can either lift yourself

up and meet them, or stand pat and let them pass you by.

As leaders we carry the responsibility of being the "standard-bearers" for those we lead and whose lives we touch. By demonstrating personal and professional excellence we will provide the example of character our young soldiers need to grow and develop and truly be all they can be.

Alabama football coach Paul "Bear" Bryant once said he didn't try to save the world, he just went at it one football player at a time. I challenge each of you to develop your professional skills, build your personal character and demonstrate the caring leadership which will make today's proud and ready Army even better—one soldier at a time.

Address at the ARMY COMMUNITY SERVICE CONFERENCE

Key Bridge Marriott Hotel
Arlington, VA
17 July 1985

Leadership and Challenge

Ladies and Gentlemen. It's a pleasure for Ann and me to be here this evening, celebrating the 20th anniversary of Army Community Service (ACS), and to have a chance to visit with some of you. I was a Lieutenant Colonel on General Harold K. Johnson's personal staff when ACS was formed. I'm grateful—and so is Ann, my wife—for the dedicated service you provide to the Army, its soldiers, and their families. You're vitally important to the readiness of today's Army—the same as if you trained recruits, maintained equipment, or sustained our units.

Thanks also to Lil Korpai and Karen Morrell. Where would we be without the help of Lil, recipient of the "Outstanding Civilian Service Medal" for her service as Headquarters volunteer consultant, and of Karen for her willingness to step forward and meet a new leadership challenge. They, and many like them, are an inspiration. Our volunteers are so much a part of the team, they make possible all that we do.

Tonight, I want to talk about leadership and challenge—the themes of the 1985 Army Community

Service Conference. The two go hand-in-hand. Leaders exist to meet challenges. . . .

We don't overcome challenges by ourselves. We need help. And that's what this year's ACS Conference is all about. To help prepare you to overcome the challenges you face as you coordinate and perform ACS services.

Our overall conference goal is to improve the management and standardization of ACS services offered to soldiers and their families. . . .

The Army has always had a moral responsibility to take care of its own. Today, however, we understand that there is a direct correlation between better care for the Army family and enhanced combat readiness.

You here tonight have the challenge of making the most of the resources that are provided to you. Army Community Service programs have expanded significantly in a short period of time, unprecedented in their magnitude and scope. They encompass a broad range

of activities to include information and referral, relocation assistance, exceptional family member care, foster care, volunteerism, family member employment, outreach, child and spouse abuse, consumer affairs, and financial planning and assistance.

The resources to execute these programs are now "coming on stream." ACS has moved from the FY 1982 funding level of \$10.6 million to a projected level in FY 1986 of about \$25 million. ACS has firmly established itself as the commander's primary manager of soldier and family social support programs at the installation level.

As coordinators and staff workers, both paid and voluntary, your responsibilities have grown commensurately with the growth in resources. You must ensure that we get our money's worth! Our soldiers, our readiness, and, indeed, our American public demand that we use wisely the resources entrusted to us. That's why we're orienting this conference on the management and standardization of ACS programs. The former "pots and pans" image of ACS is no longer appropriate. Today, we need top-quality leadership and management to ensure resources are used efficiently and effectively. This is your foremost challenge!

We are ever more dependent on factual need and trend-based justification for resources. We need better ACS facilities. We need to account for our efforts—both how much work we do and how much money we spend. I know that this is not news to you. However, I certainly want you to know that I support this type of management and depend on it when we make hard decisions about budgets and facilities.

As you know, the 1985 Army theme is Leadership. In order to meet the challenges you face, each one of you will have to exert solid leadership. I do not make a great distinction between leadership and management. I think that all of us in the Total Army, civilian as well as military, inherently are leaders. We lead people, and, at the same time, we manage resources, milestones, and programs. So, I suggest to you that as you learn the art and science of managing new resources and programs, you must remember that "leadership makes the difference." Let me give you a few thoughts in that regard.

You, in your ACS organizations, must be a standard-bearer, a steward, setting personal and professional standards of excellence. I visualize a leader to be a standard-bearer. Just as a soldier carries a unit's battle standard in combat and provides a rallying-point for his comrades, a leader, no matter where he works, in-

try unit or local ACS, bears the responsibility to set examples for his subordinates and co-workers.

When I talk to the uniformed leaders in today's Army, I offer them eight precepts as a guide for their individual actions. I believe they apply to you as well.

First, take the time to teach, train, and coach the people you supervise and work with. Share with them your knowledge, experience, and caring attitude.

Second, do everything you can to develop technical and professional competency in yourself and your subordinates. Learn to administer the programs you're responsible for. You must be proficient in your job to be a teacher, a trainer, and a coach—competency is absolutely necessary to exercise strong stewardship of the resources entrusted to you.

Third, care! Care deeply and sincerely about the people you supervise, work with, and provide services for. We have a moral obligation to care for our people and their families, but we also have a "self-interest" point of view. Remember, *the stronger our people and their families, the stronger the Army.*

Fourth, take charge, take responsibility. Good leaders take responsibility for whatever happens on their "turf": the good, the bad, the right and the wrong. It's so easy to shift the blame when things go poorly, but it takes courage to step forward and say, "I'm responsible, and I will fix it." When you do this a couple of times, those around you will see it, and you'll develop a climate in which you can teach others how to take responsibility for their actions.

Next, set high standards, meet them yourself, and ask that your workers meet them. The standards you set must be realistic, but they must stretch the capacities of both the individual and the organization.

Sixth, listen. I mean really listen, to your clients and subordinates, and then act upon what you hear. Leaders must learn to listen as well as direct. Listening is a form of loyalty. As we grow older, there's a temptation to listen selectively, or not to listen at all. Make good listening your trademark and those around you will "sing your praises."

Seventh, work hard at "growing" yourself, your subordinates, your organization, and your family. When you are placed in charge of an organization, work to inspire and develop excellence in all that surrounds your organization. You've got to create, to innovate, and to motivate. DCPA's out there—work hard to "grow"

these ACS organization. Provide strong support. Your investment will be returned many times over.

And you've got to say, "thanks." We are so dependent on volunteers to help with many of our programs. I ask that you help me to remember them with appropriate recognition and repeated thanks. It is really the only reward they receive from us in return for their superb work.

And finally, make a difference! The time each of us is "in charge" is short. By leaving things better than they were, you will make history, for ACS, and for the Army. There will be plenty of challenges. You can either lift yourself up and meet them, or stand pat and let them pass you by.

Several months ago, at a ceremony honoring LTC Arthur Nicholson, a young American hero who was murdered by a Soviet sentry in East Germany, Mrs. Karen Nicholson spoke in a clear, strong voice:

To belong to the military is to belong to a very

special family. Perhaps because we are so often away from our loved ones, a bond develops that you can find no where else. My husband was the most patriotic person I've ever known and that's why he made the military his life. He felt that each and every day he did something for his country, for his family, and for everyone he knew. He didn't want to die and we didn't want to lose him. But he would gladly lay down his life again for America.

Arthur Nicholson was a "standard-bearer" whose sacrifice sets the ultimate example of personal and professional excellence. Karen Nicholson is also a standard-bearer, a heroic figure for her courage and commitment.

Your community service, often times unseen and unheard, is just as vital. It, too, sets an example of excellence

Thanks, my friends, for your commitment, your contributions, and your caring. God bless you.

General Wickham, as was his usual custom, opened his remarks with humor, then talked briefly about today's "proud and ready" Army, and elaborated on the Army's commitment to making the Information Mission Area work. His excerpted remarks of interest to his audience in the information management field follow.

Address at the 1985 INFORMATION MANAGEMENT BALL

Springfield Hilton Hotel
Springfield, VA
9 August 1985

Ann and I are delighted to be here this evening to help you celebrate the first ACSIM Anniversary Ball. Thanks for the generous welcome you have given us both.

Tonight I want to talk about this proud and ready Army of ours and about the Information Mission Area and the tremendous opportunities and challenges it holds for each of us.

You have my word on the Army's commitment to making the Information Mission Area (IMA) work, and work well. The integration of the five functions of telecommunications, automation, record's management, publications and audiovisual services just makes good sense. It's clear that automation is perhaps the major influence on our capacity to manage information, and the pace of automation technology is so rapid that it's in the Army's best interest to merge these five functions.

The establishment of the IMA gives us a unique opportunity to get our arms around the concepts, technology, and systems that will enable our Army to fight and win on future battlefields. You are the ones who provide the command and control to move our forces on that battlefield. And you are the ones who will make this unique opportunity to exploit technology a reality — if we're all supportive and wise enough to capitalize on it.

Most of you present tonight understand, or are beginning to understand, the changes in the new Mission Area. For the wives in the audience, in layman's terms, the changes taking place in the Army today are not unlike what is happening to the outside world.

The telephone company (AT&T) has split up, computers are now bought "off the shelf" in department stores, and TV transmissions hop across country by satellite. The technology is exploding and the world is

trying to adjust, and the ACSIM community has been charged to manage this changing environment.

I'm sure there will be times when you all feel a little like General Jimmy Doolittle. Only the times have changed.

On April 18th, 1942, Lieutenant Colonel James H. Doolittle, pulled from procurement duty, was ordered to lead a force of 16 B-25s to bomb Japan.

- The force was a provisional squadron composed of men and equipment drawn mostly from the 17th Bombardment Group.

- Prior to launch, mechanical difficulties had been cropping up on every plane almost hourly.

- The weather forecast was incomplete and the data given later proved wrong. Half-way through the mission, unforecasted overcast skies and fog were encountered.

- After launch, each pilot was in command of his own plane.

- He could change his plan as he deemed appropriate to compensate for unforeseen situations.

- The 80 men going on the raid were loaded down with military and personal items of equipment (one crew took a phonograph player and each member was issued one quart of bourbon whiskey)

- Because the carrier task force was unexpectedly discovered by the Japanese several hours before the planned launch time, the planes were launched about six hours early and 200 miles short of the planned launch point.

- The crews flew more than twelve hours. They:

- bombed the wrong targets.
- bailed out eleven planes.
- crash-landed four planes
- landed one plane in Russia

Two crews were captured by the Japanese in occupied China, one crew was interned in Russia. Two men died in the crash landing, three were tried as war criminals and executed by the Japanese, and one man died of dysentery.

The crews left maps and charts on at least one of the crashed planes. These were used as evidence against the three men who were executed.

Everything unexpectedly seemed to go wrong, but Doolittle and his crew took the war to the enemy, and for it Brigadier General Doolittle was awarded the Congressional Medal of Honor on May 19, 1942.

Well I don't think there will be many Medals of Honor given out for making IMA work, a few purple hearts maybe. But, you, just as Doolittle and his crew, are on the cutting edge of an exciting opportunity and challenge: an opportunity to break new ground, to create, to innovate. I urge each of you to grab that opportunity and make a difference. The time you are going to be in charge is short. Make that time count.

How can you in ACSIM make the most of this unique opportunity to lead the way in harnessing the valuable and perishable resource of information?

First, we can't forget that "At the crossroads on the path that leads to the future, each creative spirit is opposed by 1000 men appointed to guard the pass." We need to protect and help those creative spirits. I personally support LTG Doyle and LTG Paige in their effort to make IMA work innovatively.

We need to get by the pessimists who say it can't be done and beat back the "NIH" (not invented here) syndrome, creating in our military and industrial communities a climate that fosters creativity and innovation.

Second, we need to work closely with industry throughout all stages of equipment development and acquisition. The better we do this up front, the better the manufactured product and, in the end, the better our soldiers can do their jobs and survive on the battlefield.

Third, to encourage creativity and innovation in the Army, we must work hard at developing a command climate in which creativity can flourish. This is key in your business. The environment must be one in which soldiers and leaders are encouraged to experiment with new ideas and develop new methods. Progress means taking risks, for, in baseball, you can't steal home and keep your foot on third base at the same time. We need to be constantly in search of excellence and reward it.

In Search of Excellence. There's a lot in that statement, and there's a lot in the book. Many of you I'm sure have read it, but if not, I urge you to. In that book is a series of thoughts that get to the heart of the point I'm making: "The new idea either finds a champion or dies. takes extraordinary involvement. champions of new invention display persistence and courage of heroic quality."

Extraordinary involvement and persistence—that's how a good idea becomes a reality. Perhaps an example will help.

For the past three years at Fort Lewis, Washington, a program has been ongoing to put in the hands of field commanders information that is timely, relevant and understandable. We learned from this effort that the Army doesn't have to be saddled in all cases with the time consuming and costly research and development cycle. Evolutionary development works and works well. The division command and control system has provided capabilities in less than three years at a fraction of the cost than previous programs.

We used available commercial hardware and software, and focused on providing near-term operational capabilities. Systems were adapted to meet military requirements and operate in the military environment. A good idea and extraordinary involvement and persistence is what made this work.

Another example can be seen in the recently completed CP Tango automation upgrade for Korea. This innovative project successfully introduced state-of-the-

art automation into the Combined Field Army war headquarters and subordinate commands. It took only six months from project initiation to first use in a major exercise.

General Bill Livsey now has a highly capable and flexible system that can support both staff requirements for automation assistance and his personal requirements for critical information needed to command.

The system provides an immediate operational capability to both U.S. and ROK military personnel in an operational field command with a real world mission.

Just two examples of what can be accomplished with foresight, courage and *Extraordinary involvement and persistence*. ACSIM played an important role in these developments.

With technology advancing at breakneck speed we need to harness that momentum to meet the Army's informational needs. Looking for a better way, that's what the Army is all about, what innovation is all about and what ACSIM is all about. I'm counting on you to lead the way.

SOLDIERS

7 September 1985

Jointness: Working with our Sister Services

A flexible military strategy, based on joint operations with our sister services, and combined operations with our allies, provides security for us and our allies. The critical aspects of U.S. military power—landpower, seapower, and airpower—must work together to achieve our security objectives. This approach has succeeded for us and our friends, especially in Europe where we enjoy the longest period of peace in 400 years of history.

Today, in an age when the strategic nuclear forces of the United States and the Soviet Union offset each other, the burden of preventing conflict is shifting toward modern, conventional military forces. These forces play an increasingly important role in wars ranging from terrorism and guerrilla warfare to conventional warfare and nuclear conflict.

We must have a strong military capability in order to deter war in Europe, Northeast Asia, and the Mideast.

Minor conflicts in these areas of the world could grow rapidly and become major trouble spots if not prevented or controlled.

Given the Soviet's growing ability to project power throughout the world, and the increase in terrorism and insurgency in the Third World, we in the Army believe that low intensity conflict is the most likely challenge we face in the future. Thus, we must organize, train, and equip our forces first to deter, and second, to fight and win, if deterrence fails. To accomplish these tasks, we are shaping today's Army to meet tomorrow's challenges. We are developing forces that are more flexible, responsive, and deployable. In short, we are increasing the strategic usefulness of the Army.

ArLand Battle is our working doctrine which we can employ in mid- to high intensity conflicts. This doctrine seeks to exploit the full potential of U.S. forces by attacking enemy forces throughout the battlefield, and

synchronizing all combat means, both Army and other Services, to attain that end

We are also examining closely the nature of low intensity conflict, to include insurgency and terrorism, and are learning better how to use our light infantry and special operations forces in such an environment. The Army is making sure that it has the capability to deter and respond to these situations if necessary. Such measures include military training teams and security assistance to help the Third World nations improve themselves.

At the same time we are increasing the global use of Army forces, we are also promoting "jointness." We cannot accomplish our different and geographically widespread missions without the support of the other Services. The Army travels in Air Force aircraft and on Navy ships. We use Air Force and Navy aircraft for deep reconnaissance, interdiction, and close air support. "Jointness" is a way of life for us. Teamwork between the Army and the other Services is absolutely essential to accomplish our national security missions.

A year ago, the Chief of Staff of the Air Force, General Gabriel, and I signed a Memorandum of Agreement to encourage better coordination of budget priorities, to eliminate duplication, and to improve combat operations in wartime. The 34 initiatives in progress have the potential to save hundreds of millions of dollars for the Army and the Air Force by operating more efficiently

and economically, and by avoiding duplication. Thus, we can reach target our dollars where they will count the most.

A similar agreement regarding transporting our troops and supplies by ships was signed by the Army and Navy chief logisticians. Also, Service programmers have signed an all-Service agreement that coordinates the program and budget process among the military departments. These measures will expand coordination and cooperation among the military services in peacetime, and will help ensure effective joint operations in war.

Space is a final frontier where we are pioneering new roles and missions for each of the Services. The same spirit of "jointness" that exists on land, sea, and air will have to be present in space. We are working now to develop operational ideas, organizations, and investment strategies with which to launch the new U.S. Space Command later this year. Again, teamwork is "the name of the game."

As we expand these areas of cooperation, coordination, and understanding, we will improve our ability to go to war and conduct effective joint and combined operations. By studying the lessons learned from Grenada and other instances of recent conflict, we know that we can, and must, improve the conduct of joint operations. For our soldiers, this means that they'll have the right stuff, at the right time, at the right place—and they'll be properly trained and ready for battle.

General Wickham began his speech to the Military Police Officers and their spouses with humor and an overview of the state of today's Army. He then outlined the critical role that the Military Police Corps plays. His excerpted remarks pertaining to the Military Police follow:

Address at the MILITARY POLICE CORPS ANNIVERSARY BALL

Fairfax, VA
7 September 1985

Ann and I are delighted to be here with you to help celebrate the 44th anniversary of the Military Police Corps.

For the next few minutes I would like to give you my thoughts on the past and present contributions of the Military Police Corps. Although the Military Police Corps will officially be forty-four years old on 26 September, its history and tradition of duty and service extend back to the American Revolution.

In January 1776, George Washington appointed a "Provost Marshal" for the Army of the United Colonies. In May 1778, Congress authorized a special mounted police unit, the M^ar^echaussee Corps. It comprised five officers and fifty-three NCOs and privates (privates), of which four were executioners.

A general order charged the unit to patrol the camp and its neighborhood for the purpose of apprehending deserters, marauders, drunkards, rioters and strag-

glers " Members of the Corps were also to be alert for "all countrymen and strangers whose manner or appearance excites suspicion of their being spies "

The Corps over time helped to improve the Army's internal order and discipline. The four executioners probably made no small contribution. Hopefully, tonight's festivities will stay in the bounds of propriety so I won't have to reissue this old general order.

Deactivated in peacetime, the Provost Marshal General and a supporting MP Corps—at times under different names—were revived in the Civil War and World War I and then firmly established in World War II. The standards for MPs were always high.

In the First World War, each private had to be at least 21 years old, over 5 feet 7 inches in height, and literate enough to complete paperwork and to read maps. High standards were maintained in World War II when the strength of the Corps reached 200,000 officers and enlisted men.

Ernie Pyle, the famous war correspondent, wrote that these soldiers were

A specially picked, highly trained, permanent organization. An MP serves throughout the war as an MP. He is respected by his fellow soldiers. From the MP's I saw, judging by their demeanor and their conduct, I believe that next to Rangers and paratroopers they are really the pick of the Army.

These traditions of service carried over to Korea, Vietnam, and, more recently, to Grenada. In Grenada the MPs were among the first troops in and the last out. During their time on the island, military policemen performed duties ranging from combat support to those more appropriate perhaps to civil police. (LTC Jim Long of the OCSA Management Directorate, who is in the audience tonight, commanded the 503d MP Battalion during the Grenada operation.) From the American Revolution to Grenada, your heritage is one of which you and the Army as a whole can be proud.

Not surprisingly based on its history, the Military Police Corps is a vital part of today's Army. As Ann and I drove here tonight amid traffic prevalent in the Washington area even on a Saturday night, I thought about the image that many people have of military policemen: cops in white hats and white gloves directing traffic and patrolling the streets of our posts and kaserns.

Likewise many of us have seen in World War II news reels pictures of lone MPs at crossroads directing forward the Red Ball Express. Both peacetime law enforcement and battlefield circulation control are important tasks, but as you know, they constitute only a part of your present day mission.

Because of the spectrum of conflict we potentially face, I think that your emphasis on the combat support role is right on the mark. You collectively have recognized that you cannot afford to be thought of as only "white hats." The military policemen of today, like superman, must be able to change quickly and with ease into BDUs and combat gear.

Our present AirLand Battle doctrine acknowledges the relationship that exists among close, deep, and rear operations. Military Police units, as light, mobile forces, provide the combat link to the rear battle. As the "eyes and ears" and first line response forces of commanders for rear operations, these units will be performing primary combat missions. Improved weaponry, such as the M19 grenade launcher and the squad automatic weapon, mobility from the HMMWV, and training will enhance your war fighting capabilities and skills.

Rear operations are important to both the Army and Air Force and were included in the Memorandum of Agreement that General Gabriel and I signed in May of 1984. Six of the original thirty-one Joint Force Development Process initiatives address elements devoted to the rear battle. Initiative #8, Air Base Ground Defense, is the centerpiece of these cooperative efforts dealing with rear operations. In this initiative, the responsibility for the external ground defense of air bases will shift from the Air Force to the Army.

TRADOC has identified Military Police units at Corps and Echelons above Corps for the mission of protecting air bases and other bases and installations in the rear area, primarily against threats of less than battalion strength. Where host nation support or current forces in theater are not available, Reserve Component companies are being looked at as the forces that will respond to the threats that might disrupt the generation of aircraft sorties integral to success in the AirLand campaign.

Even as you train for war I urge you to continue your efforts in the other mission-areas critical to Army readiness. I know that the work you're doing to guard our people and installations against terrorist threats and to prevent crime entails long and arduous hours and

diverts attention from training, but it must be done. We must have a safe and secure environment in which the Army family can prepare to defend the nation. Your "work friendly attitude" shows that you care about our soldiers and their families.

I am aware that the very tasks you are called upon to perform have you spread thinly and present you with significant leadership challenges. Your peacetime and wartime missions by their very natures are in competition. On the one hand you must ensure that your soldiers fulfill the peacetime law and order mission, and, on the other hand, you must prepare them for combat with little notice.

In this the Year of Leadership, I charge you to face these challenges with the best of your professional skills and creative energy. As leaders we carry the responsibility of being the "standard-bearers" for those we lead and whose lives we touch. By demonstrating personal and professional excellence, we will provide

the example of character our young soldiers need to grow and develop and truly "be all they can be."

Before I close, I want to recognize another group whose service makes a vital contribution to our readiness: our family members. Our loved ones, whom you "assist and protect" directly day in and day out, have always been a source of strength, compassion, and unswerving support to those of us who wear the uniform. They stand by us even though they know in their hearts that as soldiers we may be called upon to give our lives to meet what General Sir John Hackett has called the "unlimited liability clause" in our unwritten professional contracts.

To Army family members, thank you for your courage, your caring, and your commitment. To the soldiers of the Military Police Corps, I salute you for your service in the defense of our great country—and thank you for inviting Ann and me tonight to share in this special occasion.

ARMY 1985-86 GREEN BOOK

October 1985

Leadership is Key in Coping with Wide Threat Spectrum

Today's Army responds to the challenges of an unstable and violent world by strengthening the Nation's ability to protect the freedom and security of our citizens and our allies. We accomplish this aim by recruiting and retaining quality people in our Army, balancing our force structure, modernizing our equipment, improving our training, strengthening our soldiers' fighting spirit, and upgrading our sustaining capabilities.

At the same time, the Army uses responsibly the resources entrusted to us to improve the living conditions of soldiers and their families, to strengthen Army leadership, and to reinforce the stewardship of Army programs and policies particularly in the areas of weapons systems acquisition, force modernization and integration, resource management, and information management. All this improves our readiness in a period of increasingly limited funds.

To complement these ambitious programs, the Secretary of the Army and I establish an organizational theme for each year to provide strategic direction and emphasis. Forceful, steady leadership, the theme for 1985, undercores the previous themes.

Most would agree that leaders are made, not born. Therefore, we are committed to creating and sustaining a leadership climate where fighting skills, innovation, competence, character development, and caring are rewarded. This climate enables leaders to lead by direct involvement and example, and allows them not only to grow themselves but also to teach, coach, and train their subordinates.

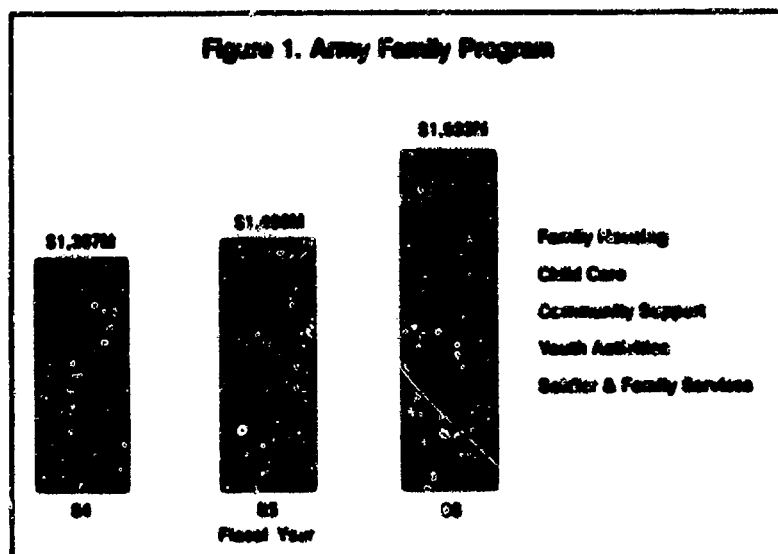
The Army has begun an extensive review of its leadership development systems for officers, warrant officers, NCOs, and civilians to ensure that our young leaders are given the best opportunity to develop their leadership skills. This review affects the Army now and prepares tomorrow's leaders for the difficult tasks of fighting and winning on future battlefields.

The individual officer has long recognized the importance of continuing self-development and education to keep pace with changes in tactics, equipment, and support concepts. Through a sequential and progressive system of education, training, socialization, and assignments, leaders continue to develop the skills to lead the Army effectively and to manage its resources efficiently.

The 1984 "Year of the Army Family" theme provided the necessary impetus to improve support for Army families. Family initiatives include four themes: relocation, medical family support/role identity, and education and youth. For the first time in the Army's history, we are programming funds to provide direct support to military families, as shown in Figure 1.

While our potential adversaries outnumber us, we stress superior man, power, equipment, organization, training, sustainability, mobility, doctrine, and structure.

Manning. The percentage of recruits with high school diplomas has increased significantly. Recruits with high test scores (Category I-III A) continue to enter the Army



Accomplishments so far include accelerated construction of child care facilities and physical fitness centers, changes to family housing policies, youth activities programs, space available dependent dental care, suicide prevention programs, funding for overseas student travel, one-stop job centers, a family fitness handbook, and training for all leaders on their family support responsibilities.

In November 1984, the Army solidified its commitment to families by permanently establishing the U.S. Army Community and Family Support Center to continue the momentum and ensure the consistency of family programs.

Over the course of the past decade, the United States, its allies, and its friends have been faced with a wide range of unprecedented challenges and threats to their collective security. In Europe and the Pacific, the risk of war with the U.S.S.R. will grow if U.S. military strength is not maintained.

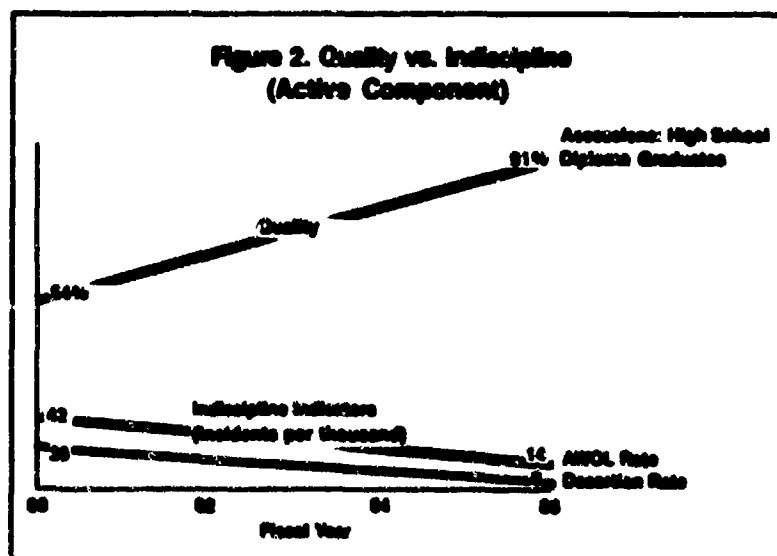
We must be prepared to cope with a broad spectrum of threats to our nation's security ranging from terrorism and low-intensity conflict to conventional, and even nuclear, war. This complex challenge to our national security demands that we have units capable of fighting in a wide range of combat scenarios led by innovative and competent leaders.

in impressive numbers. Gains in first-term quality, (see Figure 2.) also allow us to limit reenlistment to competent, professional soldiers with demonstrated leadership potential. Reduced crime statistics, lower AWOL (Absent Without Leave) and desertion rates, and a significant decrease in drug abuse rates further attest to the quality and professionalism of today's soldiers.

Increased recruiting resources and expertise, enlistment bonuses, the new GI Bill, the new Army College Fund, and quality of life programs provide incentives that enhance our ability to attract and keep the soldiers we need. Actions to improve recruiting facilities, lease new ones where needed, and make them highly visible and attractive contribute to recruiting successes.

However, erosion of benefits or programs and changes in demographics could hamper the success of future recruiting efforts. Therefore, we must continue these programs which enhance our ability to attract and keep highly qualified people.

We have established a number of programs to improve soldiers' professional development. A series of manuals that better link the service school, the individual, and the unit commander now standardizes officer training from pre-commissioning through the



grade of Captain. The staff officer course at Ft. Leavenworth's Combined Arms and Services Staff School, CAS¹ involves nine weeks of intensive training, taught by hand-picked instructors (40 to 50 percent former battalion commanders) in a challenging environment.

In addition, the School of Advanced Military Studies at the Command and General Staff College (CGSC) provides selected officers with a deeper education in the science and art of war at the tactical and operational levels.

Students are chosen from the regular CGSC course and remain at Fort Leavenworth for an additional year. Five Army War College selectees attend as senior fellows for one year, and as instructors for a second year. Graduates' assignments are carefully monitored to assure that they serve in important operational or planning positions.

All warrant officers now receive requisite training in officer skills, and technical certification before appointment. Newly added noncommissioned officer primary and basic technical courses produce trained first-line maintenance and supervisory personnel. All of this training contributes to deeper knowledge and increases soldiers' capabilities to operate the modernized systems that are entering the force at an accelerated pace.

The Army's New Manning System will produce cohesive, well-bonded, and stable units, and foster a greater sense of soldiers' pride and belonging.

The first facet is the COHORT (Cohesion, Operational Readiness, and Training) unit movement

system that establishes a 3-year life cycle for selected units. This life cycle allows groups of new soldiers to progress through initial entry training, join their chain of command, and remain together in a functioning unit until the end of their initial enlistment. Infantry, armor, and field artillery company-level units are currently being evaluated and the initial results are encouraging. Expansion to battalion-level COHORT is now being initiated.

The second facet, the U. S. Army Regimental System, will unify combat arms soldiers through repetitive troop unit assignments of officer and enlisted personnel to the same regiment.

The critical test for proposed changes in the military retirement compensation package is the force shaping and combat readiness effect it will have on the Total Army. The military retirement system is not an old-age pension plan but a plan to maintain a youthful, combat-effective force, and a mobilization pool of retirees subject to involuntary recall to active duty.

Military retirement costs are a necessary element of national defense expenditures. The military retirement system, already cut by 15 to 20 percent since 1980, is not lavish. For example, the typical retiree receives less than \$1,000 per month, and forty-eight percent receive retirement pay below the poverty level for a family of four. To further cut military retirement would damage the Army's readiness and could place the volunteer concept at risk.

The programming and budgeting efforts of the past few years reveal significant progress in improving medical equipment for hospital units and increasing medical personnel for wartime requirements. The

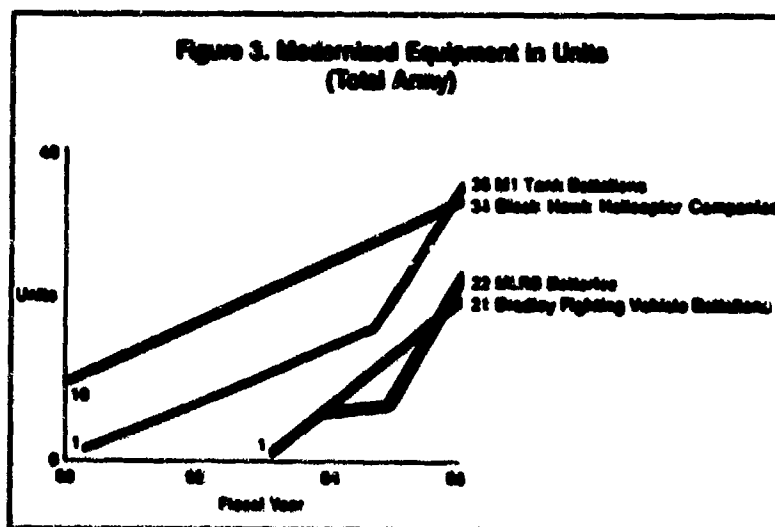
current budget contains one year of a multiple-year funding program that will equip or modernize all of the Army's combat hospital units, division-level medical units, and National Guard and Army Reserve units. Major construction projects at twelve hospitals and two clinics are progressing.

Improving the Central Appointment System and providing higher quality and more accessible ambulatory care are additional issues being addressed. Also, for the first time, the Army extended the 40-and-over medical screening program to Guard and Reserve personnel.

with the strategic links that allow worldwide communication.

The Mobile Subscriber Equipment (MSE), which represents the most important communications system in the FY 86 budget request, is part of the TRI-TAC (tri-service tactical), a joint service program to develop and field automatic switched area communications equipment.

The Single Channel Ground and Airborne Radio System (SINGARS) provides the next generation of



The civilian substitution program of converting military positions to civilian positions, thereby freeing military manpower for higher priorities, transfers additional responsibilities to the civilian component. Now we must stabilize civilian strength at slightly above 400,000 people by substituting capital for labor and developing the best organizations we can.

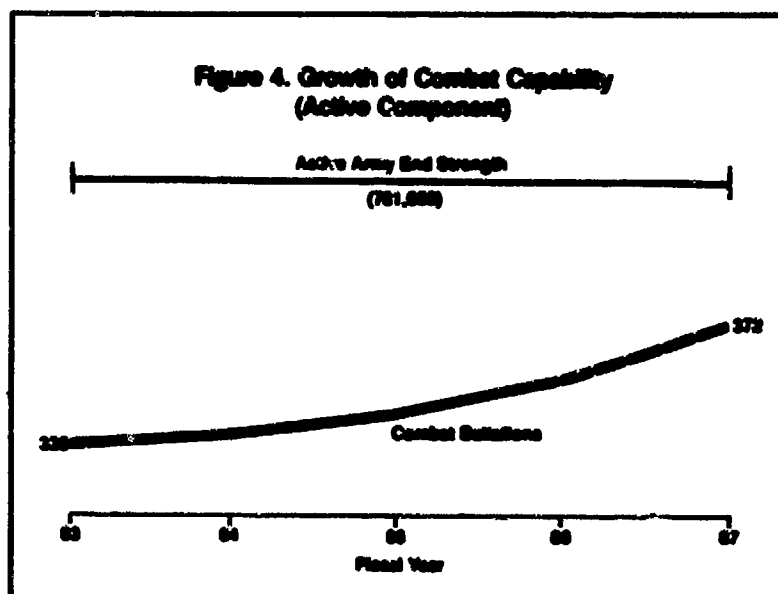
Equipping. Providing the American soldier with better equipment than his enemy is the Army's goal. Superb systems like the M1 Abrams tank, the M2 Bradley Fighting Vehicle, the Multiple Launch Rocket System, and the Black Hawk helicopter are being fielded with great success despite some growing pains with quality assurance. The Apache attack helicopter, Patriot surface-to-air missile system, and a host of other systems will soon provide our soldiers more of the qualitative edge they will require on the modern battlefield.

The Army is improving the information resources of commanders and decision makers at all levels and in all environments, ranging from peacetime to intensive combat. We are making significant progress with communications to the joint and combined areas, and

VHF-FM combat net radios. In addition, the Tactical Army Combat Service Support computer system (TACCS) and unit level computer (ULC) are being fielded in Active and Reserve Component units. They represent major commitments by the Army to improve our wartime readiness and peacetime management in tactical units through extension of this new technology.

Figure 3 shows the number of units that have been upgraded with new, modernized equipment since 1981. We have strengthened significantly the capability of Army units.

Organizing. Army force structure represents the number, size, and composition of units and organizations that make up the Total Army. Achieving the optimum balance between heavy and light forces, the Active and Reserve Components, combat and support forces (tooth-to-tail ratio), and forward-deployed and U.S.-based forces provides an important challenge. These optimum mixes will help us to achieve greater flexibility of response and take advantage of land forces' special utility in meeting future threats.



We have increased the number of Active Army combat battalions while maintaining a constant, active duty military strength, Figure 4. Internal restructuring efforts, along with unit productivity improvements, civilian substitution, and increased reliance on host nation support and the Reserve Components have freed Active manpower to form these additional combat battalions. More will be formed in the years ahead.

Since the end of the Vietnam War, the focus of force structure initiatives has centered on improving and expanding heavy forces to combat the Soviet threat to NATO. This type of mid- to high-intensity conflict involves the gravest, although least probable risks, to U.S. national security.

The actual nature of present world conflicts, however, largely involves low- to mid-intensity scenarios: terrorism, unconventional warfare, and minor conventional warfare. The Army needs light, flexible, easily deployable forces to ensure that lower intensity conflicts are deterred or are controlled, and do not escalate to higher levels.

Light infantry divisions mean strategically oriented, highly responsive units, organized for a wide range of missions throughout the world. They can deploy with speed and agility in a "pre-crisis" or low-intensity setting, yet they are robust and adaptable enough, when augmented, to remain survivable and useful when employed in a mid-to-high intensity scenario. Their approximately 16,600 personnel, compared to 16,000 in a heavy division, and lighter equipment permits these divisions to deploy faster with less airlift assets.

Rapid acceleration and expansion of materials research and development in recent years responds to

the needs of light divisions. The increased strategic mobility of light infantry divisions permits an early commitment of forces to deter or defuse a developing situation at the lower end of the spectrum of conflict.

The 9th Infantry Division has reorganized into a High Technology Motorized division. The division's design strikes a balance between the strategic deployability and sustainability of a light division, and the tactical mobility, firepower, and survivability of a heavy division. However, equipment needs such as a mobile protected gun system to destroy armor remain critical.

Our air assault and airborne divisions begin conversion to new designs in FY 86 and FY 87, respectively. In addition, we will continue to modernize these divisions using lessons learned during development of the light infantry divisions.

A frequently overlooked aspect of our force modernization initiatives involves enhancement of the Army's Special Operations Forces. These valuable assets—Rangers, Special Forces, Psychological Operations, Civil Affairs, and Special Operations Aviation units—provide unique capabilities to complement conventional forces and increase the total force's strategic flexibility across the entire spectrum of conflict.

Major force structure improvements include activation of the 1st Special Forces Group at Fort Lewis, Washington; and the 75th Ranger Regiment Headquarters and a third Ranger Battalion at Fort Benning, Georgia. In addition, the Army is increasing the authorized level of organization of many Special Operations Forces, fielding improved weapons and communications equipment, and enhancing Special Operations aviation capabilities.

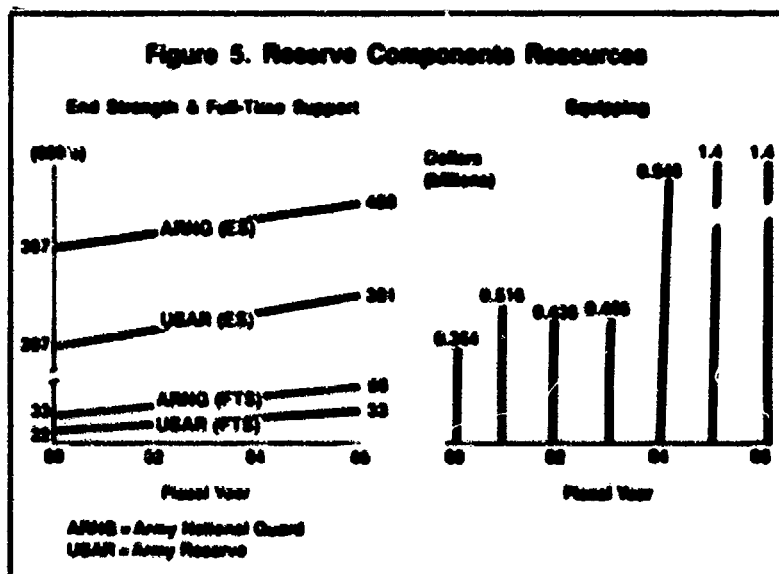
In both light and heavy forces we are reorganizing and expanding the Army's aviation structure in a move to strengthen the division and corps commanders' ability to influence the battle. Conversion of heavy divisions to "Division 86" design continues for the Active Army, the National Guard, and the Army Reserve.

The 1984 Army of Excellence Study recommended further streamlining of these divisions and strengthening of the corps to increase operational flexibility and improve our ability to implement AirLand Battle doctrine. We are modifying the force structure and forming a 28-division Total Army to increase our ability to respond across the full spectrum of conflict.

One of the most significant initiatives the Army has undertaken is an increased reliance on Reserve Component forces. As Figure 5 shows, they are being

The National Training Center (NTC) is an essential training asset. We continue to expand its use by having Active, National Guard, and Army Reserve units train there to perfect their tactical proficiency. Short of actual combat, this Center provides the most challenging training found anywhere.

National Guard and Army Reserve overseas deployment training has greatly increased, providing realistic, out-of-country training for units whose wartime mission requires deployment within the first 60 days of mobilization. Approximately 20,000 National Guard and Army Reserve personnel will deploy outside the continental United States in 1985 and 23,000 in 1986. Deployment training strengthens CAPSTONE alignments, which link Active units and their supporting Guard and Reserve units. It provides intense and demanding training in a real world environment.



manned and equipped to handle significantly increased responsibilities

These forces, comprised of the Army National Guard and Reserve, are a vital part of the Total Army, and changes in mission, operational readiness level requirements, and resource availability have caused the Army to place even greater reliance on the Reserve Components. Today, the key is, "The first to fight, is the first to be equipped."

Training. To realize the full war fighting potential of new doctrinal concepts, force structure changes, equipment modernization, and training excellence are essential. As a result of numerous initiatives based on a "train as you expect to fight" philosophy, we have better trained soldiers, crews, and units. Today, the core of this philosophy stresses identifying and establishing priorities and performance standards for the tasks performed on tomorrow's battlefield.

National Guard and Army Reserve overseas deployment training includes participation in exercises such as REFORGER in Europe, BRIGHT STAR in Egypt, and TEAM SPIRIT in Korea. Still another example of National Guard training is Operation "Blazing Trails," a joint U.S./Panamanian road building project nearing completion which provides a 26-mile, all-weather road for residents of a once isolated province. This project produced significant training benefits and furthered U.S./Panamanian relations.

Range modernization is a critical part of our efforts to increase readiness through better training, and is providing more and far better training facilities for Active, National Guard, and Reserve units. Advanced technologies permit replication of weapons systems and operational effects and increase substantially the use of simulation for Army training.

Sustaining. Sustaining represents the "staying power" of our forces and equipment. It ensures essential support

to Army forces from beginning to end of any conflict to which the Army may be committed. We must plan and provision in advance to satisfy initial requirements.

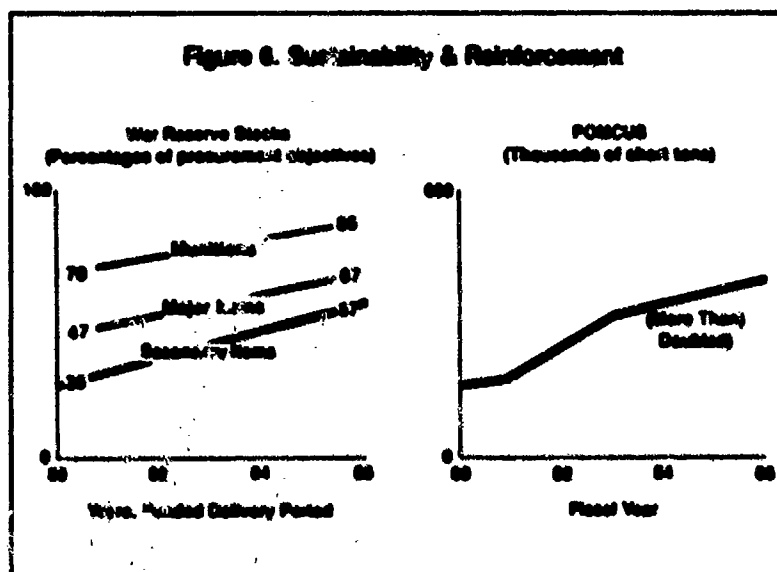
We must prepare to expand industrial production and manning levels rapidly to match wartime demands. During the last decade, funding levels were insufficient to meet sustaining objectives; therefore, shortfalls which existed after Vietnam were never filled to required levels.

War reserve stocks, Figure 6 of ammunition, major items, and secondary items (engines, transmissions, etc.) are needed to sustain the combat effort until the production base can accommodate wartime resupply demands. We continue efforts to improve the availability of war reserve stocks.

sive backlog of work needed to maintain real property assets. Inadequate facilities affect readiness and sustainment adversely. Progress is being made and we are able to partially offset growing annual maintenance requirements while reducing the maintenance backlog to a manageable level.

Significant improvements in military manpower sustainability have also been made. The Individual Ready Reserve (IRR) has been expanded to a Fiscal 1985 projected strength of approximately 290,000, promising a large, pretrained, individual manpower pool for mobilization.

The Army has also improved and expanded its retiree recall program, to preassign retirees to mobilization positions. The Retiree Recall program currently has



Well-equipped and trained forces cannot deter or fight if they cannot mobilize and deploy rapidly. One solution to deal with those problems involves the Prepositioning of Material Configured to Unit Sets (POMCUS). Figure 6. POMCUS is our program to store organizational equipment in company and battalion-sized packages in a ready-for-use condition at the proper location.

The purpose is to position the majority of a unit's organizational equipment forward, so that in time of crisis only unit personnel, with minimum equipment, will require critical airlift to meet the overseas contingency requirements. Significant progress has been made, but more increases are needed to improve readiness.

The Army operates and maintains an aging physical plant that consists of extensive worldwide holdings. Past facilities maintenance underfunding has led to a mas-

132,000 retirees preassigned to CONUS installations. In October 1984, exercise "GREY THUNDER" at Fort Jackson tested installation recall procedures. Retirees will provide a valuable source of experienced mobilized personnel.

In addition to pretrained manpower, the machinery to implement selective service procedures must be maintained to provide additional manpower for training if we are to be prepared for prolonged conflict.

Other sustainability initiatives deal with requirements for: tactical water support, depot maintenance, petroleum distribution, wartime medical support, pre-planned contingency contracting, and wartime Host Nation Support. Our goals for 1985 and beyond aim at reducing the gap between stockage levels of war reserve material and established objectives, and improving our ability to meet military manpower sustaining requirements.

Strategic Mobility. Adequate strategic airlift is most critical in the earliest days of a war or crisis. Airlift capability is being improved by adding a redesigned wing to the C-5A fleet, buying more C-5Bs and KC-10s, improving wartime aircraft utilization rates, extending the service life of existing aircraft, and enhancing the Civil Reserve Air Fleet capabilities. Fielding the C-17 Airlifter, scheduled for initial operating capability in FY 92, will further reduce shortfalls significantly.

Strategic sealift provides a critical capability to deploy Army forces and sustain their resupply. The Army needs to support programs that respond to the decline of the Merchant Marine fleet and to industry containerization trends that move away from more militarily useful break-bulk sealift programs. The Navy, with our support, prepares to meet this challenge through a combination of programmed increases to the U.S. Ready Reserve Force and enhancement programs to allow modification of containerhips to support unit equipment movement requirements.

The Army must be prepared to offload strategic sealift in areas of austere or nonexistent port facilities. This mission is accomplished through Logistics-over-the-shore (LOTS) operations. Programmed increases in LOTS capability are scheduled to complement increased Navy sealift while holding the line on personnel strength.

Doctrine. Army doctrine impacts directly on our ability to deter aggression and to win a conflict if we must fight. The Army developed AirLand Battle doctrine, primarily for corps and below, to provide guidelines to Army unit on fighting a mid- to high- intensity conventional war.

"Army 21," a fighting concept focusing on the period 2000-2015, is under development. It will allow the Army to move deliberately into the future to develop doctrine and equipment, design forces, and obtain resources to package and field needed forces. The rising number of low-intensity conflicts and acts of terrorism worldwide, caused the Army to revise its doctrine to prepare for low-intensity conflict and develop new doctrine to counter terrorism.

The Army cannot deploy or fight alone. We must have the support of our sister services. Air and sea power provide essential transportation, close air, and intelligence gathering support. These close ties and similar requirements established a major effort to improve the ability of the services to fight and work together. Joint cooperation programs involve pooling resources for

maximum results and improving interoperability. Reducing separate items and increasing commonality in logistics support functions will produce manpower and dollar savings.

Acknowledging these benefits, the Chief of Staff of the Air Force and I signed a Memorandum of Agreement (MOA) on 22 May 1984. This MOA provides for better coordination of budget priorities, elimination of duplicative functions and modernization efforts, and better AirLand operations support and cooperation.

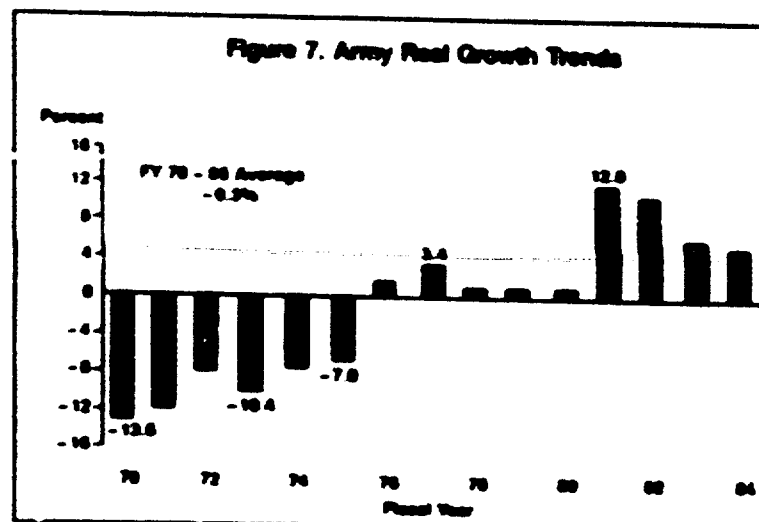
Of the original 31 initiatives, 15 have been implemented with the remaining to be completed this year. Major accomplishments include: a joint office established by TAC and TRADOC to study intratheater airlift concepts and systems; duplicative programs terminated and cross-service agreements developed for mutual support in areas of air base ground defense, air defense electronic combat, and surveillance systems; and an agreement on a plan to transfer to the Army responsibility for rotary wing lift support for Special Operations Forces. New initiatives being reviewed are rapid targeting capability and future close air support. Additional initiatives will be added as new proposals are recommended.

A similar Army-Navy agreement will improve the balance of strategic sealift assets and Logistics-Over-The-Shore. All the service programmers have signed a MOA requiring cross-service coordination during program and budget development. Improved coordination and cooperation between all military services in peacetime will improve this nation's military capability and help ensure effective joint operations in wartime.

After the nadir of the early 1970's, the growth characterizing Army funding in the past five years is being curtailed. Positive funding growth rates since FY 1980 have reversed the negative growth rates of the 1970's; however, the Army is still in the middle of its long-term modernization program and remains at best in a catch-up resource environment.

The adverse trend that began in FY 1983, and has continued moving downward, will be further reduced in FY 1986. There is real danger because the momentum of the programs started four years ago have been curtailed severely. Figure 7

Our modernization program will be setback seriously should the Army be forced to zero percent real growth for FY 86, and three percent rates for FY 87 and FY 88. Readiness and sustainability will not meet objectives.



War reserve stocks will remain short, depot maintenance backlogs will grow, reduced operating tempos and battalion field training days will lower readiness, and we will not adequately support our unified commanders worldwide.

Up to six major programs could be terminated and more than six major programs stretched-out. Program deferrals and stretch-outs do not save money, they only increase risk and costs. A Department of Defense freeze would leave half-finished the rebuilding of America's defenses begun four years ago and would undercut our efforts to lead NATO collectively to a stronger conventional defense.

Despite the increased commitments and mission demands of a 28-division total force, the Army decided to continue to limit its Active strength to 781,000 soldiers and place greater reliance on the Army Reserve and the National Guard.

The fiscal 1986 budget projects continuing strength increases in both the Army National Guard and the U.S. Army Reserve. However, the recent reductions to the Defense program have caused the Army to slow the previously planned rate of growth in the Guard and Reserve.

Stewardship of Resources. Today it is imperative that Army leaders strive both to achieve maximum effectiveness and improve the efficiency of operations. Much has been written about how to obtain cost savings, but two essential ingredients are required. First we need soldiers and employees, in-house craftsmen as well as contractors, who want to do their job and do it well. Second, we need commanders and supervisors who

recognize subordinates' potential and create a conducive atmosphere for them to excel and improve efficiency.

Four key areas of management emphasis for the Army in 1985 include: weapons systems acquisition processes, force modernization and integration, resource management, and information management.

Acquisition. To improve its competitive posture, the Army recently appointed an Army Brigadier General as the Competition Advocate General. He will work closely at every level of the Army, from requirements development, through systems designs, to acquisition managers and decision makers, to reduce obstacles that inhibit acquiring quality goods and services competitively.

Research, development, and acquisition management goals include better planning, improved management information systems, greater use of multiyear contracting, improved risk analysis, and better quality assurance management. We intend to provide high quality, reliable equipment to our soldiers.

The Army Materiel Command (AMC) is overhauling the way we develop and buy weapons, improving quality and hastening the equipment development and fielding cycles. The goal is to limit development to four years, or two years for product improvements, and to test technology in the field, with troops, in order to identify and accelerate development of promising concepts. AMC is working with TRADOC commanders to devise realistic, long-range plans to identify deficiencies, lighten equipment, and reduce costs.

Some research, development and acquisition initiatives involve obtaining the best value for the dollars

spent by using items compatible with military requirements that are developed by industry for civilian use, "non-developmental items" or NDI. In addition, if an allied nation develops a system which meets our needs, we will not develop a similar system.

The Army must increase its use of state-of-the-art, commercial items produced in existing commercial facilities. Prime examples of these are the Commercial Utility and Cargo Vehicle (CUCV), which serves not only Army needs but also those of all the services, the Heavy Expanded Mobility Tactical Truck (HEMTT) and Mobile Subscriber Equipment (MSE).

The Army Missile Command, through AMC, reports improved quality in weapons systems resulting in better products for less money. Missile shelf-life extension via testing ammunition items in the field and at government and contractor facilities assures explosive safety and reliability. Eliminating as many missile failures as possible caused by microcircuits and semiconductors by using effective rescreening criteria at the lowest hardware level shows another cost effective practice. Two of many weapons systems demonstrating the successful application of rescreening are the HELLFIRE Seeker and STINGER.

The Ballistic Research Laboratory at Aberdeen Proving Ground, Maryland, will be the Army's first site for a network of super-computers to begin operation by the summer of 1986. This increase in computer power will give AMC computer-aided designers their first opportunity to analyze complete weapons systems. Analysis will ultimately reduce developmental and life-cycle systems costs, shorten development time, conserve scarce materials, and provide optimum weapons systems performance.

Modernization and Integration. The Army faces another series of management challenges in applying skills to integrate new equipment, and either to transfer or rehabilitate displaced equipment. Our developmental and engineering research efforts are oriented toward fielding and improving specific systems.

To meet the challenges of the 1990's and beyond, the Army will place greater emphasis on "leverage" technologies offering the potential for innovative, revolutionary change in military systems.

The Army is committed to exploring all opportunities to save weight, reduce cost, and improve performance

through the use of advanced materials in Army equipment. New technologies being developed produce lightweight, high strength, and reliable Army equipment.

Examples of this direction are a new lightweight 155mm howitzer; a new infantry helmet made of kevlar, a lightweight material; a reinforced plastic for light and medium weight combat vehicles; and a ceramic thermal barrier coating for five-ton trucks to reduce significantly weight and volume of engines.

Very High Speed Integrated Circuits (VHSIC), advanced visible and infrared technology, genetic engineering, and computer-aided design techniques are other technologies being explored.

The Army's new thrusts in technology will integrate, focus, and apply high leverage technologies in the following areas: Very Intelligent Surveillance and Target Acquisition (VISTA) and Distributed Command, Control, Communications, and Intelligence (DC³I). As a result, distribution of battlefield information among all levels of command, munitions technologies, soldier-machine interface technologies, and biotechnology will improve.

Resource Management. The Army's resource management system is developing many initiatives. Army commanders must use innovative approaches to meet the resource challenges associated with fixed Active military and civilian strengths and limited dollar resources.

One such approach involves a new concept of financing the construction of facilities to support the stationing of the 10th Mountain Division (Light Infantry) at Fort Drum, NY. The Army's objective is to gain quality facilities more quickly at the least cost through increased state and local government participation and private sector involvement in raising and operating a division post.

The Army participates in a Model Installation Program and the Model Construction Agent Program. These programs encourage efficiency by identifying restrictions that inhibit effectiveness, and when legally permissible, obtain waivers to these restrictions.

In April 1984, the Army designated Forts Sill and Polk, Anniston and New Cumberland Army Depots, Aberdeen Proving Ground, and the U.S. Army Support Command-Hawaii as its model installations. Subsequently, we added overseas installations at Hanau, New Ulm and Yongson. The Tulsa Engineer District is the Army's Model Construction Agent.

During 1985, the Army will begin conversion to a standard installation organization structure for garrisons which operate Army installations and communities. This standardization will improve our mobilization capability, deliver better services to our people, and enhance the management of installation support activities.

The Army is broadening its activities in Value Engineering, previously emphasized only in major systems development, to include most major contracts. Value Engineering has proven most beneficial in lowering costs while also improving the quality of items being procured.

A more aggressive Commercial Activities Program represents another way the Army can achieve more effective use of dollar and manpower resources. This program compares the costs of government "in-house" operations providing commercial-type services to the costs for similar services provided by private companies. Competition between the government work force and private companies can acquire the best services at the least cost.

Standardized contracts are being prepared for installation activities. Logistic channels distributed in December 1984 the first effort, a model contract for food service operations. Other available model contracts include laundry and ambulance services, hospital clinics, and custodial operations.

The Army Performance Oriented Reviews and Standard Program (APORS) complement the Commercial Activities Program. APORS personnel will conduct efficiency reviews and develop the most efficient organization for all nondeployable activities not studied in the Commercial Activities Program.

Identifying and funding Productivity Capital Investment Program projects are a continuing effort. These projects are for tools, equipment, and facilities that have fast pay back for saving manpower, reducing costs, increasing productivity, and improving readiness.

Improvements in Logistics Unit Productivity are decreasing support shortfalls by designing units that use equipment to replace manpower. Between now and 1990, the Army intends to spend about 700 million dollars on this equipment, much of which will be purchased commercially because it is cheaper and quicker. Twenty thousand manpower requirements will be reduced through these purchases with the potential for further reductions. These savings can be then converted to combat power.

Information Management. On 9 May 1984, I approved the creation of a new Army Staff agency, the Office of the Assistant Chief of Staff for Information Management, and a new major Army Command, as well as the establishment of an Information Mission Area—important steps to use information technology as a force multiplier.

These decisions integrated the five major disciplines of information: communications, automation, audio-visual, records management, and publications across the strategic, theater/tactical, and sustaining base areas. This realignment provides the Army with centralized information management and direction, and cost effective support to commanders at all levels. These decisions reflect the Army leadership's commitment to implement technological advances to improve operational efficiency.

The Information Management staff agency has made significant progress since its inception. Policy for the Information Mission Area includes an annual Information Management Master Plan. A flexible, three-tier information system architecture has been developed for the sustaining base, which encompasses the general support, direct support, and end user requirements.

By moving from dedicated, independently designed, and separate systems to truly integrated and interoperable systems, we expect improved operational efficiencies and greater access to the Army's informational needs. These integrated systems will provide us with the means to support the Total Army in peacetime, mobilization, and war.

In the tactical world, the communications and combat service support automation architectures have undergone major Department of the Army review. We have made substantial progress in developing decision support tools and applying artificial intelligence both on the battlefield and in the sustaining base. Increased visibility for this important area was ensured by making it a major functional area in the Fiscal 1987 Program Objective Memorandum.

The Vision. The Army continues to prepare to meet the challenges of the future. We know where we are, where we are going, and how we are going to get there. The Army has a vision. First, we are providing a balanced force structure, with a high state of readiness, and the capability of mobilizing, deploying, and conducting joint, as well as combined operations. Second, we are modernizing our units, equipment and doctrine.

to meet the challenges of the 1990's and beyond. Third, we are emphasizing strong, ethical leadership, with leaders who maintain standards of excellence, who are ready for war, caring for people, and exercising stewardship. And fourth, we continue to stress the need for quality people supported by healthy families.

We are fulfilling this vision now. Ours is an Army that is ready today and preparing for tomorrow, an Army that strengthens the security of our great Nation and protects peace with freedom for our citizens and our friends.

General Wickham used slides with his presentation to the Army War College. An edited transcript of his remarks without slides follows.

Address at the ARMY WAR COLLEGE

Carlisle, PA
7 October 1985

It's a great pleasure for me to be with you today, the members of the Class of 1986 at Carlisle Barracks.

I want to talk first about landpower and what we have tried to do in building some capability with landpower. I want to share a few thoughts with you about the direction that I am trying to take the Army as the steward of the Army. I need your help and your understanding as to what we are trying to do.

If we are serious about raising the nuclear threshold, we have to be serious about landpower. Landpower changes history.

We have had the longest period of peace in 400 years of European history because of deployed landpower associated with airpower in NATO.

We see an increasing threat throughout the world—no need to remind any of you about that. We see evidence of it every day. The threat of terrorism can touch everyone's life. The Soviets are spending 17 percent of their gross national product on the military, year in and year out, and the numbers make a difference over time.

The North Koreans spend 24 percent of their gross national product for the military. Young men are drafted for seven years. All of that makes a difference in terms of potential instability in the world.

Every year we have something on the order of 30 insurgencies going on around the world. The United States is heavily dependent on foreign resources—far more so than most countries including the Soviet Union. So, our interests are inextricably tied around the world,

in terms of resource dependence—quite aside from the moral implications of trying to provide peace and security for our friends.

Now, how has the Army dealt with that kind of threat and responsibilities?

When you analyze the spending level in the Army Fiscal Year 1970 out through 1988, you can see that there was no negative growth in the early 1970s. We lived off the shelf, not because people did not propose good ideas, but Congress and the American people did not allow the expenditure to take place.

It wasn't until the late 1970s that a modest real rate of growth began. Then, when President Reagan came in you had that major rate of growth, a real rate of growth of around 12 percent in 1980. It has trailed off ever since until 1986 where we will be lucky if we get zero percent rate of growth out of Congress. We might even get negative real rate of growth because the House Appropriations Committee has truncated the defense bill with no allowance for inflation, all meaning a net negative rate of growth. We will be having ladies and gentlemen, to get any rate of growth probably in 1987 and 1988—maybe 1 or 2 percent.

The mood has changed in this country. We have a sinusoidal attitude towards the military and we are now on the drop side of it. Part of it is our own doing. Part of it is the defense industries own doing. Part of it is just the natural phenomena that takes place in free societies—they tend to forget that the most important thing a government does is make its people free.

Now, despite that kind of dire future, there has been substantial improvement in our readiness. Some people are trying to make a lot of political faldral about expenditures and are asking where has the trillion dollars gone? That all you guys in the military have done has thrown money at a problem. Baloney! Money has come to us and we have made responsible use of that money. There has been a coherent, responsible way that we have made use of the resources that have come to us. You have seen some of that in the units.

We have quality people in the Army, the best people that I have seen in all of my 36 years as an officer. I am sure that you would have to agree with that. We are still bringing them in—91 percent high-school diploma graduates, mental category IV, the lowest we take in the Army, the lowest in our history, this past year, eight percent. The rates of indiscipline, absence with leave, and desertion, are the lowest in the Army's history, and it is continuing. Our drug abuse is the lowest in the Army's history.

What about family programs because that deals with quality people. We are putting our money where our mouth is, in terms of improving the quality of our family life because, obviously, from a readiness standpoint, the better families feel about the Army, the better the soldier feels about it, and the willingness to go the extra mile is increased. We are putting money into family programs and that is going to continue. Quite aside from any decrements that we are going to face in the future, my guidance to the Army Staff is that people programs are off limits.

What have we done in terms of increasing our combat capability? We have held the Army end strength constant. Despite holding it constant we have been able to increase the combat capabilities in the Active Army. Some of that is done through reorganization, higher leader-to-led ratio in smaller units. But some of it is coming from capitalizing on productivity-enhancing technology, making use of technology to take soldiers out of mundane jobs, such as unit level computer system. Off the shelf computers are eliminating two out of three clerks in our units.

Mobile Subscriber Equipment—cellular telephones on the battlefield—are going to save us 8,000 soldiers to put into combat capability. That is where these increased capabilities are coming from if we are smart enough as an institution and aggressive enough as an officer corps to capitalize on it.

We've done the same thing in terms of the Reserves although the Reserve end strength is growing as this slide indicates. They have also increased their combat capability—giving more for the dollar.

That yields sort of a balance in our Force structure: 21 divisions in the heavy side of the Army, 7 Divisions in the lighter side of the Army, one of them Reserve. We just activated the 29th Blue and Grey Division this past Saturday at Fort Belvoir. You also see nine Special Forces Groups in a Ranger Regiment on the very low-intensity side of the spectrum of conflict.

New equipment also has increased the capability of the Army. This illustrates some of the items of new equipment—21 Bradley Fighting Vehicle battalions, 22 Multiple Launch Rocket System batteries, Black Hawk companies, and the M-1 tank battalions. That is going to continue although not at such a steep curve in the future.

Training readiness also has improved. We have put money into the National Training Center, from 0 battalions up to something like 28 battalion rotations, and these are not cheap. Each battalion rotation costs \$6 million.

I ask you, the future leaders of the Army, many of you having come from battalions, have we as an institution capitalized on that kind of an investment as best we can? I am not sure we have. I think we have gone out there and gone back to home stations and really haven't milked the most in terms of training readiness out of the lessons we have learned from it. We need to do a better job of that. But it cannot be done ex cathedra, from high. It has got to be done as an institution. Nevertheless, that operation out at Irwin has led to a substantially improved readiness, the best training in the world in terms of combat readiness.

We have grown from something like \$100 million a year investment to over \$600 million now in buying simulators. Simulators are leading to improved readiness, improved training capability, but also to improved efficiency in terms of dollars. For example, the trainer that we now have with our M-1 battalions pays for itself in three years in terms of ammunition saved. So, simulators are important.

We've also made substantial improvements in doctrine. The AirLand Battle in the Army 21 is the evolu-

tionary change of our doctrine, air and ground, for the 21st century. More doctrine is being developed in low-intensity conflict. The Army is going to host for the Department of Defense a major seminar for people from around the nation here shortly.

Sustainability and readiness have also improved. That is where a lot of money has gone. That is not very glamorous, but it does contribute to deterrence. You can see that we have grown to almost 85 percent of wartime needs for munitions deployed overseas in Europe and in Korea and elsewhere. In Korea, incidentally, we provide munitions for 33 Korean divisions, plus our own. Much of that ammunition is already on the peninsula, over 60 percent. We are moving towards a million tons in Korea.

Major end items have grown to about 70 percent—a major end item is a tank, or a Bradley Fighting Vehicle, or an artillery piece. Secondary items are generators, transmissions, that sort of thing. You can see substantial improvement there. Secondary items are generators, transmissions, that sort of thing. You can see substantial improvement there. We have also built up our pre-positioned material, POMUS, prepositioned, operational material configured in unit sets. Simply, that is the six division sets of equipment that we are obliged to put into Europe so that we can get ten divisions in ten days as part of our NATO commitment. We're already got four divisions there, as you know. The six others we'd fly over and we would more than double the tonnage for those six division set of equipment. Those six division sets should be finished by the end of this decade.

Stewardship is another dimension of improved capabilities. We get a lot of bad press about bad stewardship. Unfortunately, the bad press tends to focus on the highlighted items. You have heard about the \$600 toilet seats—they are very comfortable incidentally. You have heard about the expensive wrenches. But have you ever heard the truth? The Defense Department never paid for those bills. We either discovered those egregious cases ourselves through our own audits, and said that we are not going to pay that, or we went back to industry and said we want a rebate and we got it. Did the media print that? No.

That is what has led to the turnaround in the attitudes in the nation. There has been an enormous campaign of sending junk mail all over the nation—supposed well-intentioned organizations—saying this is the way your defense dollar is being spent. Here are the price lists. The attitudes with people out

of work and people worrying about the deficit, when that kind of thing comes in the mail say, "My gosh, it must be a bureaucracy that is not very concerned about stewardship, and therefore, Mr. Congressman, you ought not to vote for any more money for defense because they don't know how to spend it wisely." There is that kind of campaign at work in this country and we need, through our own efforts, to get around and try to explain what we are going to do right by the people and right by the resources that are entrusted to us.

Of all of the services, the Army is probably the most conservative, the most reluctant to change. How many of you have read the book, *In Search of Excellence*? There is a new one, *A Passion for Excellence*, written by the same authors. I urge you to take a look at it. You needn't read the whole book. You can just read the foreword to it. The foreword is almost as though it came out of an Army leadership manual. What these people have found in industries that have been great industries is simply that leadership has made the difference—leaders that have cared for people, cared for customers and have gone out of their way to provide quality products—hands-on leadership, hands-on caring.

Part of that stewardship within industry has also dealt with the capacity for capturing change. You know, where there are no champions of ideas, the people perish. Where there is no vision, as the prophet says in the Bible, the people perish. Where there is no vision in an organization, no capacity for championing ideas, nothing happens.

I am going to talk to you about some new ideas—because there are a lot of nay sayers in the Army that don't like new ideas—it doesn't comport with their fixed impressions of the way things ought to be. Stewardship, good, responsible stewardship, is being open minded. It has the capacity to accept new ideas, a capacity to be champions for new ideas. That is good, responsible stewardship and it cannot only come from on high. I look in the mirror every day, like you do before I shave, and I ask, "Am I responsible enough to be the steward of the Army?" I've got doubts and I ask for good help from the Lord to give me the strength and the vision to be a good steward and to be a champion of responsible ideas and change in the Army.

Procurement Do you know how many procurement actions take place in the Army annually? 4 million. If we were 99.99 percent perfect, and who is that perfect in anything, there would still be 400 screw ups. Out of

those screw ups, you are going to find one or two outlandish examples or horror stories but the media never gives us credit for the millions of correct actions.

We have done a great deal to improve our procurement process. We're got a competition advocate structure now, a brigadier general and about 250 competition advocates throughout the Army structure, driving more competition into what we are doing. Competition pays off, in small ways as well as in big ways. You know about the CUCV, the commercial utility cargo vehicle. We are buying about 56,000 of them, the largest truck purchase since World War II. We have been buying the air filter for the CUCV from General Motors at \$16 apiece. Now that's an expensive air filter! So, we have gone out on a competitive procurement and now we are paying \$6 for those air filters—same military specifications, same quality—saving us a million dollars a year. A small thing but those things do add up. We are driving more competition into our procurement business and more quality assurance as well.

I hazard an observation. Half of you really understand the operational art and half of you probably don't. I've seen it with the senior leaders of the Army. We need to bring ourselves back into understanding the operational world.

My experience in Korea being on the front line there, and being concerned for maintaining the peace in a joint and combined environment, brought home clearly to me the importance of being thoroughly professional in the operational art, operational level of planning, the operational world. In peacetime we tend to get pulled away from that, pulled into the daily tasks of taking care of re-enlistments, taking care of military construction, taking care of base operation, and we overlook the tactical and operational art that is our bread and butter.

What about the vision? I have talked to you about things we have done to improve the stewardship of resources and where I am trying to carry the Army as your steward. This is not my Army. I am not toying with the Army as the Chief of Staff. I am trying to be a responsible Chief for the American people and the Congress and all of those who are committed in terms of professional life to the Army, and the families because I feel deeply my commitment to improving the quality of family life.

Now, where am I trying to take the Army? First off, a Chief of Staff of the Army can only carry on in part new ideas because, in large part, the Army that he inherits is one that has existing momentum. In a big

bureaucracy it takes a long time to begin to change it and sometimes you can't change it at all because you've got a lot of NIH (not invented here) in it . . .

So, I inherit the momentum of the Army and my responsibility is to carry on that good momentum, to sustain it, and to nurture it. My predecessors, particularly General Meyer, my immediate predecessor, had a lot of good initiatives and I've tried to continue those things against assaults from various angles to dismantle them.

But I have also tried to provide some new visions to make the Army more relevant to its time. First off is people. People are our most important resource. We all have heard that. We've grown up in the Army with that. It is imbedded in us and it is true. But if we really care about people, we have to care in a bone deep way, not a skin deep way. We have to do concrete things to improve the quality that we bring into the Army and to sustain the quality in the Army through re-enlistment, to make the Army an opportunity where people can be all they can be. Families, as well.

Half of the Army is married. 700,000 children, half under the age of six. Half of the wives work. Readiness is inextricably tied up to family life. So family life is important if we are to have a robust, combat-ready Army. That is part of my vision to put some concrete structure into taking care of people, and concrete structure into improving the quality of family life.

We have a number of legislative initiatives already approved. The overseas dependent student travel, the space available dental care for family members. There are a number of family initiatives in the authorization bill that is in the Congress right now.

The Army has formed a command, a Family and Community Support Center, that will provide for institutional continuity dealing with family programs. So, people are important, and I am trying to drive in some institutional structure there.

Equipment technology and force structure. I am trying, on the equipment side, to continue the momentum of modernization, in terms of technology, to try to leap ahead to some of the opportunities that technology offers us for the future—a medium range anti-tank system that we can give to infantry soldiers, the LHX helicopter.

We are trying to build some balance into the force structure to make the Army more relevant to its times.

The heavy side of the Army is very good, has grown enormously in terms of capability. NATO and our alliance structure is inextricably tied to the defense of the United States. The risk of war in NATO is relatively minor. The implications of war are very great there but the risk of war is very low. The risk of hostilities elsewhere in the world is much higher, particularly in the lower end of the spectrum. What we have tried to do in to continue the modernization of the heavy side of the Army but to look at the lighter side of the Army and try to make that part of the Army more robust and more relevant to the times. . . .

The genesis of the light division, the 10,000-man division, is to make a small division that is highly capable, high leader to led ratio, high fighter to supporter ratio. . . .

Jointness. If we go to war tomorrow, we go as joint forces. We go as combined forces. We work with allies. The Army has to be, by virtue of its business, the jointest of the services. We go in someone else's ships. We go in someone else's aircraft. We require someone else to see deeply into the battlefield, to strike deeply, and to bring close air support to us. We have to think in terms of joint operations. . . .

One of the things that I have tried to focus on with the Air Force, particularly, is to develop a proximity of outlook in acquisition of equipment and a proximity of outlook in terms of roles and missions. You have heard about 34 initiatives that General Gabriel and I have signed up for. Those are going to lead to hundreds of millions of dollars of cost avoidance. They have already led to major doctrinal and procedural agreements that lead eventually to better operations on the battlefield. More is yet to be done. We are trying to bring the Navy and the Marine Corps aboard. The Navy has come aboard in some areas but not in others.

I have talked to you a little bit about doctrine, trying to make the Army's doctrinal evolution relevant to the times, the Airland Battle and Army 21.

And finally, the climate of command, trying to build in the Army an atmosphere. Here is where I think there is a culture change that needs grow to make use of all of their God-given talents.

I have encouraged all battalion commanders to meet one on one with every officer in their battalion, several times a year, to mentor them. Not across a desk, but sit down with him and say, "Here are the good things I see about what you are doing. Here are areas where

I think you can improve. And let me give you of my experience for whatever guidance it may be." That is mentoring. That is teaching. That is turning young people on. That is leading to a climate of command that is more robust and capable because we enlist the God-given talents of everybody. . . .

Trying to develop a climate of command in the Army that really does care about people and allows people to grow and allows the Army to become a stronger Army from within, that is what the Year of Leadership is about. That is what the Year of the Family is about. And that is what the theme of next year, dealing with developing and strengthening values is going to be about.

JCS Reorganization. There seems to be a penchant on the part of some people, some ill-informed and misinformed people, to want to make changes in the JCS structure and in the OSD organization. A couple of my good friends, General Meyer and General Dave Jones, had their own ideas of how JCS ought to be reorganized. The House Armed Services Committee has already published a bill reorganizing the JCS. The Senate Armed Services Committee is about to come out this week with a 600-page report with major changes in the Department of Defense.

The most major change is to abandon or abolish the JCS and to create a body of eunuchs—a body of old-military people that are on their last tour of duty and have no responsibility for their services—to become advisors of the President and the Secretary of Defense. The Service Chiefs would be relegated to the role of running their Service and would have no joint responsibilities.

Why there is such a propensity to tinker with the Department of Defense is unclear. Part of it, I think, comes from the way monies have been spent, and the uneasiness about how money has been spent. Some of it is just a natural desire to tinker and some of it is political.

I have as much, or probably more, joint experience than any general on active duty, having served in the Joint Staff as the Director, as the member of the Chairman Staff group, and as a member of J-5, having served in the Army Staff in several incarnations, and having served two Secretaries of Defense as their Chief of Staff. I think I understand how the joint process works.

Major, revolutionary change, I do not believe, is in the best interests of the nation. One of the criticisms is

that a Service Chief cannot be a good member of the JCS. And yet, I believe that there is great utility by being both. When I go down into the JCS meetings, as a Service Chief, I bring an understanding of the limitations and capabilities of the Service, where we are and where we are headed. That makes me a responsible member to participate in evaluating operational plans and give guidance to the CINCs.

And vice versa. Coming out of my evaluation of the operational world, as a member of the JCS, I bring to bear in the Army staff guidance to build a structured program and budget for the future. I think it makes me a better Service Chief.

I also function, when the Chairman is gone, on a periodic basis, three months at a time, as the Acting Chairman. When I am the Acting Chairman and have to go to White House meetings and meet with the Secretary of Defense every day, that makes me a better member of the Chiefs and a better Service Chief. So, out of all that, I think, comes a broader basis for giving coherent, sound advice to the President and the Secretary. Fracturing that into two separate functions, I think, will just lead to diluted advice and more headquarters and more layering.

The Defense Resources Board is the organization that debates the structure of our budget and makes the final decisions. I think it is a useful process. It takes up about two months of our time, all of the Service Chiefs and the Service Secretaries, during the end of June, July, and part of August. . . . Through the Service components, we interface with the CINCs. I communicate directly with them about what we are doing with the annual budget taking into account their priorities. You cannot satisfy every CINC who has a regional bias.

Furthermore, the CINCs tend to look at near-term readiness and near-term sustainability. They ignore the far-term growth in terms of capability. The Services have to try to balance both.

What about fixed-end strength of the Army? The Active Army is 781,000. Why doesn't the Active Army grow like the other Services? I guess for a couple of reasons. First, the manpower pool is way down. We used to be drawing from a pool of 1.9 million of 18- and 19-year-olds. That pool is now 900,000 and will not grow until the mid-1990s. So, there are fewer people out there.

Yes, we can have a larger Army but it is not going to be all high-school diploma graduates. Also, there is

no free lunch. 10,000 more soldiers costs \$400 million a year. Now, what do you want to give up? Do you want to give up military construction? Do you want to give up M-1 tanks? Do you want to give up family programs? Do you want to give up re-enlistment bonuses?

Are we better advised, therefore, to keep the Army at a relatively fixed end strength, capitalizing on quality and putting our resources into better materiel, better sustaining capabilities, better capability over all, and to rely increasingly on the Reserve components? That is the message that Congress has been urging on us. Every time we have gone over for increased end strength, the Congress has denied it or cut it way down. . . .

So, part of the wisdom of keeping the Active Army end strength is not only to be relevant to the times, but also to allow some internal disciplining of the Army to capitalize on technology. That is what the fixed end strength is allowing us to do. We are applying the same philosophy on fixed end strength with civilians. That doesn't mean that fixed end strength is going to last forever but it is going to last through the rest of this decade. . . .

Alcohol abuse is generally down but still a problem. . . . If you really care about people, you are going to try to make their lives safer and more fulfilling. That is the essence of the policy towards alcohol abuse, trying to de-glamorize it, trying to make our club systems more relevant, more family oriented, trying to get people to be more responsible about their drinking, and, of course, banning drinking and driving. You may not agree with all of that but you are going to have to live with it as long as I am steward of the Army.

The Retirement System. It is going to get changed. It is not going to affect all of us in uniform. We are all going to be grandfathered. But it's got some down sides because for many years you are going to have two classes of people—those that have and those that don't. Why the emphasis on changing retirement? I think that is part of this outlook that too many people are leaving too soon and with too much money. When the average officer leaves the Army at 23 years of service and \$26,000 a year, that boggles the mind of Congressmen. When the Service Chiefs went and testified this spring, they were really furious about that kind of situation.

Now, the enlisted soldier that leaves generally leaves with \$11,000 in pay and that is near the poverty level. The Congressmen don't have a problem with that. They've got a problem with the officers.

So my guess is that we are going to see a major change in the retirement, although everybody in the Defense Department is resisting it, because we feel that the current system is basically fair and provides for retention and attracts quality. They will probably change the multipliers—at 20 years, instead of 50 percent, it will be around 40 percent, and the COLA will also changed. . . .

Declining Defense Dollars. You saw earlier that in 1986 we are likely to get zero and in 1987 and 1988 only a modest rate of growth. The honeymoon is over. All of the Services are going to have to look very carefully at what we have bought into. That means that all of the Services have had to kill programs. In the Army, we have had to kill about fifteen. They are not war stoppers. We have had to stretch out some

programs—instead of buying 840 tanks we may have to go down to 600.

We have fenced off family programs and people programs. We have had to stretch out some military construction and we have had to stretch out some of our sustaining capabilities.

Ethical leadership is the last point I want to leave with you. If we are serious about making the Army more capable, and if we are serious about trying to provide leadership for people, it ultimately turns to leadership. . . . Clear, ethical leadership sets an example, and the higher you go in rank, the more of an example you have to set. . . . We have an obligation to teach, to mentor, to let officers make mistakes, but then to straighten them out and not crucify them. That is part of the business of turning people on, and that is part of the business of providing for an ethical base of leadership. . . .

Address at the ASSOCIATION OF THE UNITED STATES ARMY LUNCHEON FOR THE SERGEANTS MAJOR

Sheraton-Washington Hotel
Washington, DC
Monday, 14 October 1985

Standard-Bearers: Non-Commissioned Officers As Leaders Make the Difference

The AUSA Annual Meeting provides a great opportunity to renew friendships, to gather new ideas, and to cement those special bonds that exist among soldiers—bonds forged by service to our great nation.

This is a good Army—one that is getting better. It's the best I've seen in almost 36 years of service. We're in the midst of an unprecedented modernization program of our equipment. We're capitalizing on productivity-enhancing technology and innovation to free soldiers from mundane tasks and to put them into combat skills. This modernization will continue—if at a somewhat slower rate than we had planned—even as we face the budget reductions ahead.

As we proceed with modernization, we seek a balanced force of light and heavy units that will give us an Army more relevant to the strategic realities of our times—an Army, that is the decisive instrument of U.S. landpower, an Army that can be used, flexibly, across the entire spectrum of conflict.

Even as we gain the advantages of the best equipment and most responsive forces in the world, we must never forget that our soldiers are the most important ingredient of the combat power we have at our call.

As a result, I have placed emphasis on soldiers and those programs that enhance the spirit of the Army—

the warrior spirit that Clausewitz felt "permeates war as a whole." The metaphor he used was a sword, in which "the physical factors seem little more than the wooden hilt, while the moral factors are the precious metal, the real weapon, the finely-honed blade." Napoleon said something similar with his phrase that the moral is to the material as three is to one. It is the molding of this spirit through leadership that I want to talk with you about today. It's the leadership of human beings that makes the difference in the Army, in peacetime as well as in war.

As you well know, leadership has been the Army theme for 1985 and, as we wind up the year, is appropriately the theme of this meeting. As soldiers and leaders we must set examples of leadership twenty-four hours a day. General Patton told his son in a letter written on D-Day, 1944, that we "are always on parade."

It's important that we have devoted a year to this theme because I believe that leaders are made, not born. And, that to be great leaders, we must work at improving our leadership skills throughout our lives. You sergeants major are in the trenches with our soldiers, and it is upon you that the Army leadership depends to help shape them as leaders of today and tomorrow.

I think that our role as leaders is captured best by the image of us as standard-bearers. I want to develop that thought with you for a few minutes. Down through history, the national and unit standards or flags have embodied the spirit of nationhood of the people and the units they represented. These standards have served as rallying points for soldiers embroiled in the smoke and din of battle.

In the American Civil War, 458 Union soldiers received the Congressional Medal of Honor for capturing Confederate colors or for protecting or carrying their own—458 out of a total of 1,200 awards for the Army!

Two were sergeants major. Sergeant Major Christian A. Fleetwood, the 4th US Infantry, seized the colors of his regiment after two color bearers had been shot down and "bore them nobly through the fight" at Chapin Farm, Virginia.

The value of these standards could be measured literally in blood. The story of Colonel James A. Mulligan, who commanded a Union regiment in the Battle of Kernstown, is inspiring. Colonel Mulligan was mortally wounded and was being carried from the field of battle when he saw his regimental colors in danger of being

captured by Confederate soldiers. Though in desperate need of medical attention himself, he gave the order to the stretcher bearer: "Lay me down, and save the flag."

Because of the symbolic importance of the colors, the non-commissioned officer—the color sergeant—entrusted with the unit standard has always been a strong and trustworthy individual whom the sergeant major selected with great care. For, in his hands he carried the spirit of his regiment and perhaps ultimately the fate of his cause in battle.

Although in this day of radios and modern communication devices we no longer carry our colors into battle, by tradition we entrust the responsibility for their safeguarding, care, and display to you the senior NCOs of the Army. Symbolically by that charge we place in your hands the spirit of the Army through the regiments those colors represent. That is why the command sergeant major plays such a crucial, symbolic role in the transferring of colors at a change of command.

The British author Rudyard Kipling said that "the backbone of the Army is the non-commissioned man." He was right, and his observation holds true today perhaps to an ever greater degree, for initiative at the lowest levels on the battlefield holds the very key to victory. You sergeants major, and the NCO Corps you represent, are the backbone standard-bearers of leadership for the Army.

Fulfilling the challenges in this concept—this visualization of leadership—is not easy. A standard-bearer leads from the front of his unit, not the rear, and he sets mental, physical, and ethical examples of leadership. He keeps his personal life, as well as his professional life, in good shape.

Baron von Steuben, the drill master of General George Washington's Continental Army, prepared in 1779 the *Regulations for the Order and Discipline of the Troops of the United States*. In those regulations, von Steuben set for NCOs the standards that I believe are still appropriate.

He wrote that "The choice of non-commissioned officers is an object of the greatest importance. The order and discipline of a regiment depends so much upon their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it."

"Honesty, sobriety, and a remarkable attention to every point of duty, with a neatness in their dress, are

indispensable requisites; nor can a sergeant be said to be qualified who does not write and read in a tolerable manner." It is our task collectively to uphold such standards in the NCO Corps and the Army as a whole.

Personal and professional standards of excellence are the bedrock of character, and it's our character that provides us the inner strength and valor to overcome adversity and fear. All of us are afraid in battle, but it's the strength that we have within ourselves that helps to dominate our self-doubts and fear.

Admiral Jim Stockdale, former POW and Medal of Honor winner, pointed out that integrity is one of the key elements of character. "When supported with education, [he said] a person's integrity can give him something to rely on when his perspective seems to blur, when rules and principles seem to waiver, and when he's faced with hard choices of right or wrong. It's something to keep him on the right track, something to keep him afloat when he's drowning." Integrity and character must be developed in peacetime—they don't come all of a sudden out of the crucible of war. One doesn't develop character after the bullets begin to fly and the smoke begins to roll.

As I have written and talked to thousands of soldiers this year, I have articulated a set of eight leadership precepts that can help to keep us "steady on course" against the crosscurrents of compromise that inevitably intrude into our lives. These eight precepts are derived from the two basic responsibilities of the military leader that were in the leadership manual I used as a young officer, and that my NCOs at the time stressed over and over again: Accomplish your assigned mission and take care of the welfare of your soldiers—and they'll take care of you.

I think that it is appropriate for me to reinforce these precepts with you here in this Year of Leadership because I believe deeply that leadership makes the difference between a good unit and a great unit, between a good Army and a great Army. I also think we must continue to grow and to learn. We never get too old to learn. I want you to compare these to the precepts that you've developed during your own careers. I'm going to depend on you to sustain them in the years ahead. I'm going to cover these in a little different form than I've used before.

The first precept is that you must develop technical and tactical proficiency in yourself and your subordinates and instill in them a spirit to achieve and win. Instill in them the thirst for running with the swift—running with the swift instead of with the halt and lame.

Proficiency or competency is the mandate for leadership. It's an ethical imperative for us because, in battle, competent leaders can save the lives of their subordinates. Conversely, incompetent leaders can lose lives. Don't count on courage to get you through. Count on tactical and technical proficiency to get you through, because every one of you has a big dose of courage. None of us knows how much courage we have until we're faced with the challenge.

A second precept is that of caring. You've got to care deeply and sincerely for your subordinates. Your leadership is exercised in order to serve them and their needs. And I include the needs of the soldiers' families, because, in addition to it being a moral obligation, caring for Army families is in our own self-interest. The stronger the families, the better the Army.

A third precept follows from the second since a caring attitude also helps to create a climate in your organizations in which you can teach subordinates how to take responsibility for their actions. We've got to be responsible for the good, the bad, the right, and the wrong. You know, success has a hundred fathers, but failure is an orphan. Nobody wants to accept failure. But we have to develop the capacity in young people to be willing to step up and say, "It's my fault."

We also have to create a climate of command in which soldiers have the freedom to make mistakes and grow. A "zero defects army" is an Army that is upright. The "zero defects" Army is gone—by and large. I charge you to help me to keep it from coming back.

A fourth precept is the relationship of standards and discipline. As standard-bearers, you must set high standards and demand that they be met. The standards must be realistic, but they must stretch the capacities of both the individual and the organization. The demands made to achieve these standards will foster a state of discipline within the command and carry the Army as a whole to new capabilities.

Another precept to follow as a leader is to listen to your subordinates and then act upon what you hear. Leaders must learn to listen with their eyes and ears as well as direct. If we don't develop this listening habit in peacetime, we will fail to take good care of our soldiers and their families. And in wartime, we will fail to have ingrained a disciplined approach to observing and acting on events.

When you think about it, listening is related to the essential quality of loyalty. When we listen carefully to our leaders, hear what they say, and then do some-

thing about it, we are loyal to our superiors. The same can be said in terms of listening and loyalty to our subordinates. As you grow older, there will be a temptation to listen selectively, or not to listen at all. Guard against it!

A sixth precept is to "grow" yourself, your leaders, your organization, and your family. Work to inspire and develop excellence in all that surrounds your organization. You've got to create—to innovate.

Now I want to zero in on precepts numbers seven and eight. First, be a teacher and a mentor. All of us, from the time we come into the Army, until the time we leave it, have the capacity to be mentors. We all have experience, maturity, and judgment to pass on to others. So it goes without saying that you must teach, train, and coach your subordinates. I think that you sergeants major can do a great deal of what I call "foot locker counselling." You need to sit down with your subordinates—not across a desk—but out in the field or in the motor pool.

In these sessions you need to tell the young sergeant or soldier: here are the good things I see that you're doing, here are the things that need to be corrected, and here are the ways you can improve. You can then give of yourself in terms of your experience because you are the people who have climbed the rungs of the ladder of success and, like all of us, maybe slipped on a few.

Now let me put a little different twist on this idea. I want to emphasize the informal teaching of officers that only you senior NCOs in your own fashion know how to do. Every officer can relate his favorite story about how his platoon sergeant started his rite of passage as a lieutenant.

Let me draw on a personal experience that some of you may have heard before. Even if you've heard it, I think it bears repeating. When I was a new second lieutenant, I was assigned to the weapons platoon, 57 millimeter recoilless rifle and 60 millimeter mortars. I didn't know much about these weapons. I knew a mortar from a recoilless rifle, but that was it.

However, I had a Sergeant Putman—Sergeant First Class Putman. In those days the NCOs, the old time NCOs—talked to the officers in the third person. "Would the lieutenant like a cup of coffee? Would the lieutenant want this to be arranged, would he like this or that to be done?" Putman realized how "green" I was. He did a couple of things for me that symbolize how NCOs can teach and how officers can learn.

He realized that "how I was received" by the platoon was going to be crucial. So—before I even met the platoon—he came to me that first night and said, "It would be useful for the lieutenant to know the roster of men, and here it is. Tomorrow, when I introduce the platoon to the lieutenant, it would be useful if the lieutenant knew the names."

So I picked up the roster and I memorized the names. The next day, when he introduced me to the platoon, I called the names off by memory. The soldiers stood up so I could associate the names and faces, and they were impressed that I had made the effort to know them. They thought I knew enough to care, but in fact, Sergeant Putman was teaching me to care.

The second thing Putman realized was that I didn't know "my elbow from my ear" about the weapons. He said, "Would the lieutenant like to learn about the weapons in the platoon?" "Yes, I would." So he picked a place in the field—and why he picked that place, I didn't understand at first—he selected a muddy field that was right behind the latrine.

And he picked a time right after supper for my lessons. I went through the crew drill with the 57 and 60 millimeter, got mud all over me, down in the dirt with him. But I learned the crew drill, and he timed me, and finally over a period of days, I got so that I could do the crew drills as well as anybody in the platoon.

Why did he pick that place? Because after supper everybody in the company, including soldiers in the platoon, went into that latrine. There, looking out over the screens, they saw me in the mud taking instruction from the experienced platoon sergeant, learning their weapons as well as they knew them.

Clever, Putman—he was teaching, and fortunately, I was listening and learning. Sharing with your fellow soldiers your knowledge, experience, and standards of excellence is the greatest legacy you can leave with them. The same is true with the officers you teach. And we never get too old to learn a little more.

The last precept of leadership is to make history, to make a difference during your time "on watch." Make your life count. Make the uniform that you wear with great pride make a difference in terms of the way you carry yourself and the way you convey value back to the Army.

Now, while you may believe that only generals make history, the fact is that NCOs and the soldiers they lead

are the ones who really make history. They earn the medals for valor and achievement. They are the ones who get things done and make the Army great.

You know, all of us have the enormous gift of life. I'm sure like everyone else you've wondered from time to time: How come me? What did I do to deserve this gift? To enjoy the opportunities of America? To give of myself?

An enormous gift has been entrusted to each one of us—a gift that is very fragile to the life stream opportunity of a society. Because, to the extent that we as individuals do not make full use of that gift in giving back—in making our place in history worthwhile—then the society as a group tends to wither.

All of us in the short period of time that we are in

the world, as healthy individuals, have the chance to grab the ring of opportunity as it comes around on the carousel of life and make a difference. And when that ring comes your way, you need to grab it and make a difference.

Take those superb young people who are entrusted to your care and turn them on to be all they can be! Take the resources—material and human—that are entrusted to us day by day and make a difference. That will make this good Army—the best I've seen in over 35 years—into a great Army.

Leadership makes the difference between being just good and being great in your personal life, your family life, and your professional life. As standard-bearers, let's go out and really make a difference!

Address at the ASSOCIATION OF THE UNITED STATES ARMY ANNUAL MEETING

Sheraton-Washington Hotel
Washington, DC
Tuesday, 15 October 1985

Leadership Makes The Difference

Ladies and Gentlemen: Distinguished guests.

I welcome the opportunity to address those who support the Association of the United States Army which is important to strengthening landpower and our security. I know I'm among friends who are deeply concerned about our soldiers, civilians, and families.

You've heard me say that today's Army is the finest I've seen in almost 36 years of commissioned service. Thanks to this administration, Congress, and support of all Americans, we've improved our military capability over the past several years.

There's a resounding answer to the question: What have we gotten for the Army's share of the trillion dollars invested in defense over recent years?

First we have an Army of superb soldiers, supported by strong families. In the Active Component, high school diploma graduates continue to enlist at a rate of ninety-one (91) percent. Rates of indiscipline remain at historical lows. Along with the cohesion we're build-

ing from the Cohort initiatives and the regimental system, this kind of "people quality" makes a difference.

We're continuing to strengthen family programs, because we believe "the stronger the family, the more ready the Army." Funding will be maintained for these programs. Resources this year for housing, child care, youth activities, community support, and other soldier and family services represent almost a 50 percent increase from last year and almost a 50 percent increase from 1984. We're also working hard to improve the quality of the medical care provided to the total Army family. We're much better here than we're given credit for.

Secretary Marsh and I will fight to protect these programs because quality people and families who feel good about the Army are the essential ingredients to readiness in today's Army.

In addition to superb soldiers, we're getting quality equipment. Our units, both Active and Reserve Component, continue to field modern systems such as the

Abrams tank. Over the past two years, the National Guard and Army Reserves have received about \$2.3 billion of modernized equipment. Over the next two years, they'll receive about \$3.0 billion.

Our philosophy continues to be: "The first fight, is the first to be equipped!" But we must continue with modernization because we now have only 30 percent of our needed Bradleys and Black Hawks, and only about half of our Abrams tanks and Apache attack helicopters.

We also have some voids to fill. The DIVAD decision, which was a tough call, leaves us without needed air defenses for our heavy forces. Also, we lack a credible chemical warfare deterrent.

We've increased our military readiness by improved training in terms of battalion training days, flying hours, training simulators, use of the National Training Center, and joint and combined exercises. The training tempo has increased significantly.

Overseas deployments for training exercises are up substantially, including Reserve Components. For example, Guard and Reserve units participate in exercises such as "REFORGER" in Europe, "Bright Star" in Egypt, and "Team Spirit" in the Republic of Korea. "Blazing Trails," a joint U.S.-Panamanian engineer training exercise, is another example that produced significant training benefits and furthered U.S.-Panamanian relationships. The project created a 26-mile, all-weather road for residents of a once-isolated province in Panama.

We're revamping our doctrine, making it relevant to the times. AirLand Battle is our operational doctrine, and wargaming and simulations are helping to improve our understanding of operational level of warfare. We're studying ways to improve the use of light and Special Operations Forces in low-intensity conflicts. And, we're pioneering Army doctrine for space to exploit the benefits of space technology for the Army.

Also, the Army and the Air Force are leading advocates of "jointness." We have to be joint. When we go to war, we'll go in someone else's aircraft and someone else's ships. In battle, we'll use someone else's aircraft for deep reconnaissance, interdiction, and close air support.

Last year's Memorandum of Agreement between General Gabriel and me has strengthened coordination of program and budget priorities, improved war fight-

ing capabilities and will lead to cost avoidance of hundreds of millions of dollars. We've implemented more than half of the original 31 initiatives, and developed four new ones.

Another aspect of our improved capability is sustainability of our forces. We've more than doubled prepositioned stocks in Europe since 1980, and we've substantially increased war reserves in Korea. These forward deployments have reduced deployment times and strategic lift requirements. Inventories of war reserve stocks continue to grow, particularly with high tech munitions, although the pace will slow in the future because of budget decrements.

One of the key improvements in today's Army is a better balance of forces, one that gives the National Command Authorities solid options across the entire spectrum of potential threats to our security and that of our allies. The heavy side of the Army continues to be strengthened and remains the cornerstone of our deterrent forces in Central Europe.

But, we've also started initiatives to lighten up equipment and to strengthen light fighting capabilities so we can have improved tactical mobility and can better handle strategic contingencies that call for rapid deployment. The reconfiguration of the 7th Light Infantry Division is complete. The 25th in Hawaii started reconfiguration on 1 October. The 10th Mountain Division, at Drum, was formed in February, and we expect to begin organization of the 6th, in Alaska, in the near future.

Less than two weeks ago, we reactivated the "Blue and Gray" Division, the 29th at Fort Belvoir, as the only light division in the National Guard. I'm happy to report that the National Guard soldiers looked sharp and thoroughly professional, as I expected.

These light fighting units have a greater density of "tooth" soldiers and can deploy three times faster than a standard infantry division. Response time is important because strategic deployability also contributes to deterrence!

Let me make a key point here. This balancing of heavy and light forces is the single most important way we can make the Army more relevant to the times.

Special Operations Forces are the final element of an improved force balance. They enable us to combat terrorism and unconventional warfare at the low end of the spectrum, and they complement our conventional capabilities at the high end.

By the way, I should point out that, even though we have kept the Army's active end strength constant at about 781,000 soldiers, we have increased the number of combat battalions in our force structure by over fifteen percent, a significant growth in combat capability without increasing end strength. We're capitalizing on productivity enhancing technology, and we've squeezed headquarters, converting "slack" manpower into combat power. The idea is to use tomorrow's technology in today's Army. The Army is doing its best to create solid combat capability and add to it within current resources.

So, you can see that there is much good news; but my friends, there is also some bad news. One concern is that we see a declining trend in defense dollars before we have finished rebuilding our defense after a decade of neglect.

There's a story that makes a telling point:

It's about a minister's son who went camping one day. His companions warned him not to stray too far from the campfire because the woods were filled with wild animals. The young boy had every intention, really, of following that advice, but inevitably he was drawn by curiosity and wandered farther and farther from the fire.

Suddenly, he found himself face to face with a very large and powerful bear. He saw no means of escape, and seeing the bear advance rather menacingly toward him, the minister's son did what he had been taught to do. He knelt down to pray for deliverance. He closed his eyes tightly, but opened them a few moments later and was delighted to see that the bear was also kneeling in prayer right in front of him.

And he said, "Oh, bear, isn't this wonderful. Here we are with such different viewpoints, such different ways of life, and such different perceptions about the world in which we live, yet here we are, both praying to the same God."

The bear looked at the young man and said evenly, "Son, I don't know about you, but I'm saying grace."

In today's world, we can't live with the kind of narrowness that was demonstrated by the minister's son. The Soviet military build-up continues unabated. The rise of international, state sponsored terrorism continues. The proliferation of regional conflict—as many as thirty at one time—continues to threaten world peace.

Yet, in the face of these hostile trends, we see the erosion of support for a strong national defense. This comes at a time when we're caught midstream in our modernization effort. This year we'll be lucky to get zero percent real growth with the 1986 budget and three percent in FY 87 and 88. The Army has been forced to reduce almost \$90B from its plan over a 5-year period. These budget decrements are forcing us to "stretch-out" some programs and to "kill" others. We already have the smallest Active Army in 35 years!

Public and Congressional concerns about federal budget deficits are eroding support for a strong national defense. Many believe that the defense budget is the sole cause of our huge federal deficit, and that we refuse to cut our fair "share." The facts are that a total of \$300B has been slashed from the defense program through 1989.

You've heard about the high prices we allegedly paid for spare parts. These stories make sensational copy in the newspapers—but you don't hear much about the fact that internal defense auditors uncovered these so-called "horror" stories. The bills for these overcharges were never paid, or, if they were, rebates were received from the manufacturers or litigation is ongoing.

You representatives of industry know what I'm talking about. But there's a more important issue—one of integrity, yours and mine. The integrity of your company, and our Army, is not negotiable. You must, and I'm confident that you will, provide the best equipment possible to the American fighting man. We need your quality, your innovation, and your technological prowess. We need it on time and on cost and with top quality. And most of all, we need integrity in the acquisition process. The American people deserve, and demand, nothing less. You and I, working together, can do it!

And so, another concern I have is the growing effect to make the military into a whipping boy. As I've said, there's hyped criticism by the media, Congress, and other groups about inefficiencies, waste, and lack of jointness in defense. Yes, we do make mistakes in the military, and yes, we can do better in defense decision making, but, we are not as bad as the criticism makes us out to be.

Our system of government with its separation of powers is inefficient, but it's the best government in the world. Our system of acquiring military resources, and for military decision making may have inefficiencies, but

these systems have provided for the security of this great nation and continue to do so with distinction today.

My concern is that hyped criticism of our defense effort and systems will lead to disinterest in service by the quality enlistees we vitally need for a strong defense, and to disillusionment by those selfless soldiers and civilians, including families, who serve today. If we are not careful, hyped criticism of the military system may undermine rather than strengthen our defenses.

I have always supported evolutionary changes to our military system and its organization, but I do not support revolutionary ideas that are inherently risky. Over the past few years, the other Joint Chiefs and I, with the SECDEF, have undertaken major improvements. You'll recall my comments about the unprecedented 34 initiatives General Gabriel and I agreed on. I think we have most of the authority we need to do our jobs. The recent interception and capture of the terrorists who murdered Leon Klinghoffer is a good case which points out the effectiveness of the joint operational system.

Furthermore, I would support changes that would reform the relationship between the Congress and our military system. We need a 2-year budgeting process; we need to take more advantage of multi-year procurement; and we need less micro-managing from Congressional subcommittees. We need a relationship with the Congress that allows the Pentagon to plan ahead with certainty and frees Congress to examine the broader issues of policy.

There's a strong sense of stewardship in today's Army. It starts at the top, and goes right down to the soldier level. There are many programs in being, and initiatives underway, that improve competition, the acquisition process, and the management of resources and information. As the chief steward of the Army, I am dedicated to insuring that the American taxpayers get maximum value for their dollars.

What's the bottom line? The bottom line is that we must guard against complacency; we must maintain the momentum of the Army's modernization programs. Our situation today reminds me of a letter from a retired Sergeant Major. He wrote:

I enlisted before Pearl Harbor. Our infantry company had 65 officers and men. Half worked at riding stables and clubs. We were garrison soldiers and ill trained to defend our country. I'm one who can remember training using wooden weapons against trucks with "tank" written on the side.

Looking back and trying to analyze why our Army was in such a condition, I conclude that the American people had a low regard for the Army, and our Congress echoed their feeling by inadequately equipping the Army.

I wonder whether the people today will support a modern Army capable of defending our country, or will we slide backward once again?

He asks, "Will we slide backward once again?" That's the challenge we all face. Let us never forget: freedom is never free. It's a precious commodity, and that's why it's so costly. Once it's lost, the price to regain it is always paid in blood. We can't afford to relearn this lesson over and over again particularly with the nature of warfare today.

What the Army needs, for the good of the nation, is a steady, realistic rate of growth in its resources that enables us to buy quality weapons and materiel at economic rates of production, take proper care of our soldiers and families, and demonstrate resolve and commitment to our friends and foes alike.

This year, the Army theme has been "Leadership." Secretary Marsh challenged us to improve the readiness of our Army with an intensive examination of leadership.

The Total Army has been involved: Active, Reserve, and Civilian Components, with retirees and family members participating.

The theme—building on the previous ones of spirit, fitness, excellence, and family—has focused our attention on professional competence, caring, and mentoring. We've studied our professional development systems for officers, warrant officers, NCOs, and civilians and developed new plans, programs, and policies that will strengthen leadership from the squad, crew, and section level to the Army headquarters.

New manuals have been developed, good ideas, and successful practices have emerged as the theme gained momentum. The process has been "spirit-intensive," not "resource-intensive," and it's been a qualitative, not a quantitative, endeavor. The leaders in our combat and combat support units, to include Army civilians, have led the way, changing the culture and reaching for new heights. We've revisited the axiom, "Leadership makes the difference"—we know it makes the difference between a good Army and a great Army.

This year, when I've talked to thousands of soldiers about leadership, I've encouraged them to think of themselves as standard-bearers, like the soldiers of another era who carried their unit's standard in the smoke and din of battle for all to guide on. Each of us needs to make history by making a difference in our own time. We can do this by reaching out, touching our soldiers, civilians, and family members, and turning them on to "Be all they can be!"

Our soldiers thirst for heroes that are of their own size. They want standard-bearers: leaders who set personal and professional standards of excellence. We've got these kind of leaders in today's Army. And when they're needed, they will emerge, as always, just like the Bradleys and Pattons did in World War II.

LTC Arthur Nicholson emerged when he was needed. Nick Nicholson's memory provides a graphic reminder to all raysayers about the promise of our young leaders in today's Army. He was a young American hero, a standard-bearer, who was murdered last March by a Soviet sentry in East Germany. At a ceremony in his honor, his wife, Karen, said in a clear, strong voice:

To belong to the military is to belong to a very special family. Perhaps because we are so often away from our loved ones, a bond develops that you can find no where else. My husband was

the most patriotic person I've ever known and that's why he made the military his life. He felt that each and every day he did something for his country, for his family, and for everyone he knew. He didn't want to die and we didn't want to lose him, but he would gladly lay down his life again for America.

Her words captured the essence of why we wear the uniform—of why we serve to protect the peace and freedom of our beloved nation.

Mrs. Nicholson is with us today, and I'm honored to introduce her to you.

Mrs. Nicholson, would you please stand and be recognized by the corporate members of this great Association.

Nick Nicholson was recently promoted posthumously to Lieutenant Colonel by Secretary of Defense Weinberger. We, and a grateful nation, are forever in his debt.

His sacrifice evokes sadness; yet, more than that, it evokes hope. Colonel Nicholson has passed on a sacred trust to protect the gift of freedom. We are privileged to live in and to serve the greatest free nation on earth.

Thank you and God bless.

SOLDIERS

November 1985

Soldier Values

In the August issue, Army Secretary John O. Marsh, Jr. mentioned our concern with shaping the climate of Army units and ensuring that every soldier knows and understands the values that are central to the Army. Let me give you some straight talk about values.

The Army ethic consists of four fundamental and enduring values: loyalty to the institution, loyalty to the unit, personal responsibility, and selfless service.

Loyalty to the institution includes two fundamental loyalties: to the nation and to the Army. Loyalty to the nation is included in the oath of enlistment and involves the obligation to support and defend the Constitution

of the United States, and all that it stands for. Loyalty to the Army involves supporting the military and civilian chain of command.

Loyalty to the unit addresses the responsibility of every soldier to serve as a member of a team, and the responsibility of leaders to provide strong leadership to their units. Thus, loyalty is a two-way street.

Personal responsibility means exactly that: every soldier must take responsibility for his or her actions. Leaders must also accept responsibility for the actions of their subordinates, and all soldiers have the responsibility to behave ethically—to do what is right.

Selfless service means only that we must do what is good for our unit and for the nation. Selfless service, not personal gain, must determine one's actions.

As I mentioned, these four values determine the Army ethic, and are the basis for all that the Army does. There are also four soldier values, sometimes called the four "Cs," that directly relate to every soldier in the Army.

● **Commitment.** Serving as a soldier is not easy; military service is not for those who just want to "try it out." Our Army must have soldiers who are dedicated to serving their nation and who are proud to be soldiers. This commitment to service ultimately represents a willingness to risk one's life in defense of our nation and sets the soldier apart.

On a day-to-day basis, commitment to the unit is also important. This gets back to the idea that every soldier is a member of a team: the crew, squad, section, or platoon. The soldier's team, just like a football or basketball team, only functions well when every player executes his assignments. Every soldier must be committed to working as a member of a team and must realize that other soldiers depend on him. Crews and sections made up of well-trained and committed soldiers will win battles.

● **Competence.** This value also directly relates to success on the battlefield. Crews and squads can only function effectively if every soldier knows his or her job. The increasing complexity of our weapons and other systems demands a high level of proficiency. The skills required of infantrymen today, for example, go far beyond those required of infantrymen in World War II.

Similar developments in technology have occurred in almost every area of the Army. What has not increased, however, is time available for training. To make the best use of the time available, all soldiers must be dedicated to learning their job thoroughly and maintaining proficiency in those jobs. There is an additional reason for the importance of competence as a soldier value: when soldiers know that they are part of a unit whose members are well-trained, dedicated professionals, they gain confidence, pride, and unit esprit. This is the stuff that leads to better units.

● **Candor.** More simply, honesty. No value is more basic and fundamental to the Army. There is no time in combat to verify reports or question the accuracy or completeness of information; soldiers' lives may be at stake. If soldiers cannot be relied upon to be honest and truthful in all their dealings with others, then we will never have an Army where soldiers trust each other—and this trust is vital to the Army accomplishing its mission.

It goes beyond combat: we can't get the job done anywhere in the Army without honesty. Each soldier has a personal responsibility to be honest, without engaging in half-truths or "small" lies. We owe other soldiers—superiors, subordinates, and peers—that much. We must be able to expect honesty from them in return.

● **Courage.** Most of us probably think of bravery in battle when we talk about courage, and physical courage is essential to the Army. The ability to overcome fear and carry on with the mission is what makes it possible for soldiers to fight and win against overwhelming odds. American history is full of examples of brave soldiers who accomplished the seemingly impossible. Ask them and most will tell you that they were just as afraid as the next soldier, but managed to overcome that fear.

Courage, however, goes beyond the physical dimension. Moral courage, the courage of one's convictions, is equally important. It takes a different kind of courage to stand up for what you believe is right, and the Army depends upon soldiers also displaying this kind of courage. This doesn't mean questioning every order or policy, but if a soldier truly believes that something is wrong, he has the responsibility to make his views known. The Army will be better for it.

A great deal more could be said about these soldier values. Every day incidents occur that illustrate the importance of these values, both the positive examples where these values were adhered to and the negative ones where they were not. The important point is that these are soldier values. Each soldier, by using these values to guide his or her actions, can make a difference and contribute to making our Army a great one.

SOLDIERS

January 1986

Mentoring

One of the eight precepts in *Leadership Makes the Difference*, a 1985 White Paper, states that leaders should be "teachers and mentors" to the soldiers and civilians entrusted to them. I want to give you my ideas about what a mentor is (and is not) and what mentoring means to the Army.

The word "mentor" comes from the name of an ancient Greek teacher who was responsible for his student's moral, physical, and mental development. In the same context, I think that mentoring is relevant today since there is a need for us to share our knowledge, experience, and values with the less experienced members of our profession. We owe it to our subordinates and the Army to invest our time for their personal growth and professional development.

Each of us can be a mentor, whether NCO, officer, or civilian. We all have experience to give if we have the heart, the spirit, and the caring attitude to share these experiences and the lessons we derive from them. Mentoring is simply giving of your knowledge to other people. A platoon sergeant can be a mentor by taking time to share his experience with a young squad leader in order to help him or her become a better NCO. A senior NCO can help a young lieutenant with a field problem or advise him about how to deal with soldier problems and how to care for soldiers. It works at the higher ranks, too. Generals and colonels must mentor junior officers as well.

The Army has no formal program or checklist for mentoring. To be an effective mentor, you need the experience and wisdom of your years, and one vital quality—you have to care. If you really care about your profession and soldiers, then you—as a leader—will devote the time and attention to those soldiers. We can afford the time to do this in peacetime. This special long-term relationship may be formal or informal—not restricted to the chain of command—and is often conducted in a relaxed, friendly atmosphere. The location is not important. Mentoring can take place in the motor pool, in the barracks, or out in the field.

One way of mentoring is "foollocker counseling." Counseling and mentoring go hand-in-hand. We are making progress in this area, yet some soldiers think

that most counseling is negative or bad. They think counseling happens only when they foul-up. This is off the mark. Counseling should include a discussion of strengths as well as weaknesses, and should be positive and constructive. As we counsel and mentor, we "grow" ourselves, our people, and our units. The payoff is increased combat readiness.

Mentoring is really a personal choice by both parties. The senior agrees to his role as mentor by investing time in the development of the junior. Mentors should help subordinates focus on their long-term career goals—being the best NCO, officer, or civilian in their chosen field—and help them develop an action plan to attain those goals. Those being mentored need "eyes that see and ears that hear." In other words, they must be willing to learn from their mentors. It's a two-way process.

A good mentor keeps a notebook so he can keep track of points to cover with his subordinates rather than trust to memory. Similarly, a good "learner" keeps a notebook to assure that the mentoring "sticks."

All leaders are teachers, and teaching is a part of mentoring. Leaders must teach soldiers to accept the responsibility to protect the nation, to prepare physically and mentally for combat, to gain and maintain proficiency in the use of weapons, tactics, and doctrine; to inspire confidence and eagerness to be a part of the team, and to have the vision to see, the ability to analyze, the integrity to choose, and the courage to execute.

Mentoring is not sponsorship or patronage. Favoritism, cronyism, or the use of one's office, position, or grade by a senior NCO, officer, or supervisor to enhance unfairly a subordinate's career over others cannot be condoned.

Finally, we must remember that, as leaders, mentoring is a key way in which we exercise leadership and strengthen Army values. Giving of ourselves by sharing our knowledge and experience is the most important legacy we can leave to those who follow. That's making history in our own time and demonstrating that "Leadership Makes A Difference."

The Heart and Soul of a Great Army

Values will be the Army theme for 1986. We are proud of the progress made in the past year to strengthen leadership, the theme for 1985, throughout the total Army. Previous themes have developed a solid flow of ideas and programs, each building on the preceding ones. As a result, we have strengthened the Army's winning spirit, physical fitness, excellence, families, and leadership.

Now we turn to the fundamental values of our military profession. From values we draw purpose, direction, vitality and character—the bedrock of all that we do in the Total Army.

To the extent that we can strengthen the values of our soldiers, civilians and families, the Army will be a stronger institution and will be far more ready to fulfill the missions entrusted to it as we face the broad spectrum of threats to our national security. The Army Ethic comprises four enduring values: loyalty to country and the Army, loyalty to the unit, personal responsibility, and selfless service. It is beneath these overarching values that our soldierly and ethical standards and qualities—commitment, competence, candor, courage, and integrity—are nurtured and given opportunity for growth. This has to happen in peacetime, because in

war there is no time. The values to which we subscribe spring from, and even transcend, those of the society we serve. They become the framework for the lifelong professional and personal development of our soldiers, leaders, and civilians. Our profession involves matters of life and death, and matters of public trust for the responsible care of human as well as material resources provided to us.

In times of danger, it is the ethical elements of soldierly conduct and leadership which bond soldiers and units together enabling them to survive the rigors of combat. In peacetime as well as in times of danger, rock solid, ethical underpinnings help us to resist the pressures to compromise integrity, to cheat, to shade the truth or to debase patriotism for material gain.

Values are the heart and soul of a great Army. We ask each of you, as members of the Total Army, to embrace these values and make them part of your personal and professional lives. We urge you to find ways to temper them like steel. By strengthening the values of our profession, each of us in our own way can make our Army better, and by so doing contribute to the health and security of our great nation.

On 7 February 1986, 24 February 1986, 25 February 1986, and 15 April 1986, General Wickham gave testimony similar in content before the Senate Appropriations Committee, the House Appropriations Committee, the House Armed Services Committee, and the Senate Armed Services Committee. The testimony before the House Armed Services Committee appears below.

Opening Statement before the COMMITTEE ON HOUSE ARMED SERVICES U.S. HOUSE OF REPRESENTATIVES

Washington, DC

7 February 1986

The Posture of the United States Army, Fiscal Year 1987

Mr. Chairman, members of the House Armed Services Committee: I welcome the opportunity to report on the state of today's Army and on our FY87 budget. While the Army Posture Statement provides a comprehensive discussion of our military capability, I want to focus on the importance of modernization and the essentiality of maintaining the momentum of Army programs.

As you know, our national strategy calls for deterring potential hostilities across the full spectrum of conflict. This involves protecting our global interests and safeguarding the United States, its allies, and friends from aggression and coercion.

The world today is now more dangerous than ever before. We see the growth of international terrorism, the spread of low intensity conflicts in the Third World, the relentless expansion of Soviet influence in such countries as Afghanistan, Cuba, Nicaragua, Libya, South Yemen, Syria, and North Korea, and the Soviets' substantial investment in the modernization of their armed forces—estimated to be from 15 to 17 percent of their GNP.

All of this means that peace and U.S. interests around the world continue to be threatened. This also means that the prescription for deterring hostilities across the spectrum of conflict calls for balance between U.S. strategic and conventional forces, maintaining readiness and modernization of these forces, assuring top quality personnel to man our forces, and keeping national vigilance.

The conflicts of this century, including the war against terrorism, reaffirm that wars are ultimately fought to control land, people, and resources. While all of our mil-

itary services have the capability to influence these elements of national power, only ground forces can exert decisive and lasting control over them. In the nuclear era, landpower has become increasingly important to U.S. military strategy as a greater share of the burden of deterrence shifts to modern, conventional ground forces. The strength of our deterrence is established by forward stationed forces, integral to alliances, and rapidly deployable forces that can move to troubled areas of the world so that they can influence events to our advantage.

This is why the Army must recruit and retain high quality soldiers in the small Active Army as well as the Reserve Components, and why we must maintain balanced forces from Special Operations Forces and light divisions, for rapid deployment worldwide, to heavy forces which are essential for high intensity combat and NATO defense. It is also why the Army must continue modernizing its equipment to keep pace with the threat and with technological advances. In short, our small Army must be an Army of excellence, one that is ready, responsive, and responsible.

Thanks to the American people and to the Congress, solid improvements have been made in recent years to the Army's military capability. We are receiving a high return on our investment as we build a Total Army that will secure the interests of the United States well into the 21st century.

In that regard, the Secretary of the Army and I share a common vision of how the Total Army—Active and Reserve Components—should prepare for land combat both today and tomorrow. This vision orients on specific vectors to provide direction to our endeavors. These vectors are:

- To provide quality soldiers and strong families in the Active and Reserve Components.

- To field a flexible, modernized force to fight across the conflict spectrum.

- To develop high technology and productivity enhancements.

- To exploit operational and tactical dimensions of AirLand Battle doctrine—the basis of fire and maneuver, Air Force and Army.

- To fight and sustain as part of joint and combined forces.

- To improve tactical and strategic deployability.

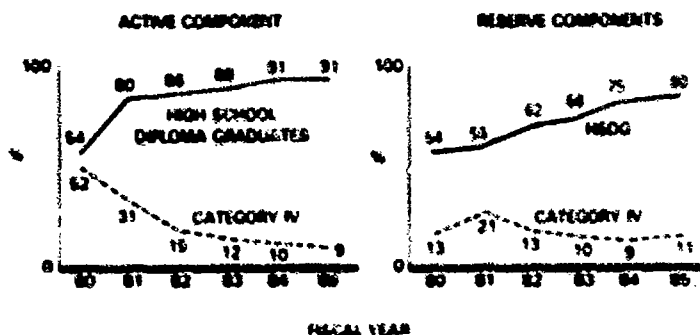
This vision keeps in view the developments of our potential adversaries as well as the promise of the high

technology and industrial advantages enjoyed by the U.S. and its Allies. The doctrine and organizational concepts are in place to enable the Army to realize its vision. We are moving forward.

PEOPLE

A quality Army starts with quality soldiers supported by strong families, and I'm happy to report that we have made great progress. As this chart below shows, Active Component accessions of high school diploma graduates (HSDG) have increased significantly since 1980, as have Reserve Component HSDG accessions. Category IV accessions remain at low levels; in fact, these are historical lows for the Active Component. These increases in quality reflect the support provided by this Committee and the attention you have given to the recruiting and retaining of topnotch people in the Army.

QUALITY SOLDIERS

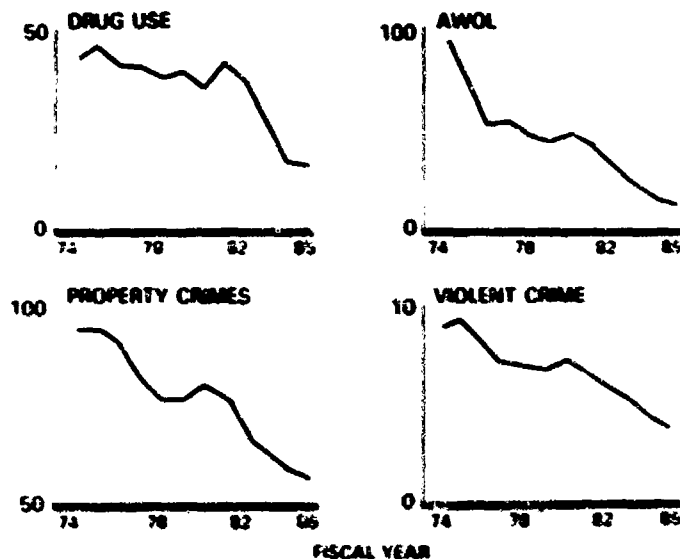


At the same time that quality has increased in the Active Army, rates of indiscipline have decreased. Drug

offenses, AWOL, crimes against property, and violent crime are down significantly, as shown on this chart.

DISCIPLINE IN THE ARMY

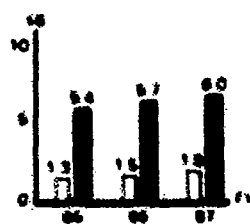
(RATES PER 1000)



Moreover, with your support, we have made great strides towards providing a solid quality of life for our people and their families. The chart below shows that substantial resources have been programmed for, and invested in, quality of life and family programs. The

FY87 resources will continue to improve living and working conditions and will meet a diverse set of needs, ranging from family housing to child development to maintenance and repair shops to soldier and family services.

QUALITY OF LIFE PROGRAMS



FAMILY PROGRAMS
■ TOTAL QUALITY OF LIFE PROGRAM

- HOUSING
- LIVING AND WORK PLACE
- CHILD DEVELOPMENT
- COMMUNITY SUPPORT
- REPAIR & MAINTENANCE
- YOUTH ACTIVITIES
- SOLDIER/FAMILY SVCS

**QUALITY SOLDIERS. STRONGER FAMILIES...
A MORE READY ARMY**

This effort is worth every dollar that we invest. Recently, while visiting REFORGER units in Europe, I saw that our commitment to soldiers and their families has paid off significantly in terms of their increased commitment to a more ready Army. They see the very meaningful accomplishments that the Army has made to improve their quality of life, and their own resolve increases. Thus, the better soldiers and their families feel about the Army, the better is Army readiness.

Let me share with you a letter that makes this point. It is from a young paratrooper whom doctors saved from death after a parachute accident:

Life's difficulties are always cropping up, but in the Army, people make up for the things that go wrong. There is always someone who will help in the Army. When the doctors thought I would never make it, my unit never gave up.

They stayed behind me and behind my wife and my family the whole way. Words cannot express my thanks and the thanks of my wife for the care that my company commander, my first sergeant, and my Army buddies showed during the most difficult time in our lives.

And that's what the Army is all about, taking care of each other. I appreciate what the Army is doing for families, and, you know what? I'm proud to be a soldier.

We need your continued support to attract and retain quality people. Our young people are "seed corn" for the future. We cannot afford to lose them. Also, we cannot afford to lose our more senior NCOs--the "backbone" of our Army--as we did several years ago, because that loss means a loss of leadership and experience that takes years to recover.

I remain convinced that diminished support for quality of life programs, including the important educational benefits for Active and Reserve Component soldiers,

will jeopardize the volunteer force concept, increase turbulence, and lower combat readiness.

As a final point on people, let me request your assistance to fix a retirement funds issue from last year. The FY86 Department of Defense Authorization Bill directed the Department to submit legislation to achieve a \$2.9 billion savings by changing the military retirement system for new personnel entering the Service, and those funds were cut from the Services' budgets. The Department submitted two alternative retirement system proposals, but legislation has not been enacted. In the meantime, Service members are entering the Service under the present retirement system which requires a restoration of the funds.

We have received temporary relief by the Congress--a transfer of \$2.9 billion from prior year balances, while Congress considers legislative changes to the retirement system. If Congress does not lift the cap on obligations, or change the retirement law, the Services would have to reduce their forces by over 330,000 Active and 176,000 Reserve personnel. For the Army, that means a devastating reduction of 120,000 Active and 112,000 Reserve Component soldiers.

MODERNIZATION

Quality people deserve quality equipment particularly when we may be outnumbered by potential enemies. A key improvement to our military capability is modern equipment for Active and Reserve forces. Modernization means both enhanced readiness and sustainability. New equipment gives us a better capability on the battlefield and better operationally ready rates. This chart illustrates the types of equipment and modern munitions the Congress has authorized us to procure through FY86, and it also depicts an aggregate measure of how much the force will have improved by replacing older items with state-of-the-art equipment and munitions.

MODERNIZATION

EQUIPMENT

5,000 M1 TANKS
3,700 BRADLEYS
1,600 HELICOPTERS
55,000 TRUCKS
850 HOWITZERS
350 MLRS LAUNCHERS
39,000 NIGHT VISION DEVICES

MODERN MUNITIONS

188,000 MLRS ROCKETS
15,000 STINGER
69,000 TOW II
23,000 COPPERHEAD
21,000 HELLFIRE

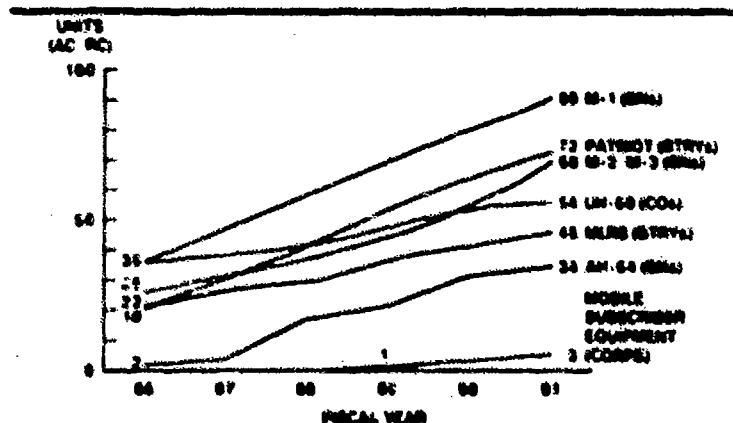
(CONGRESSIONAL AUTHORIZATION THRU FY96)

ENHANCED READINESS AND SUSTAINABILITY

This equipment modernizes units and as the chart below shows, an extensive amount of unit modernization occurs over the next five years. We have made great progress, but we will have modernized only the Active

"heavy division" force and their affiliated "round-out" units by the early 1990s. Much more remains to be done.

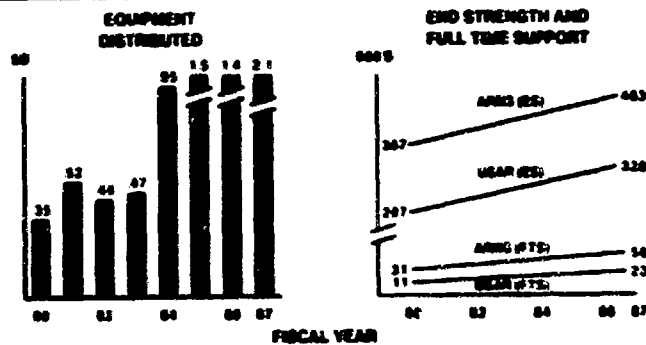
UNIT MODERNIZATION



Next, you see the significant growth in the amount of equipment distributed to the Reserve Components in the last several years. They are getting "product improved," older equipment from the Active Army as well as new equipment. The chart also shows how we have increased the personnel strength of the Reserve Com-

ponents. New equipment and training for mobilization and deployment, require the support of full-time personnel. The chart shows the resultant growth in full-time support (AGRs and technicians) for the ARNG and USAR.

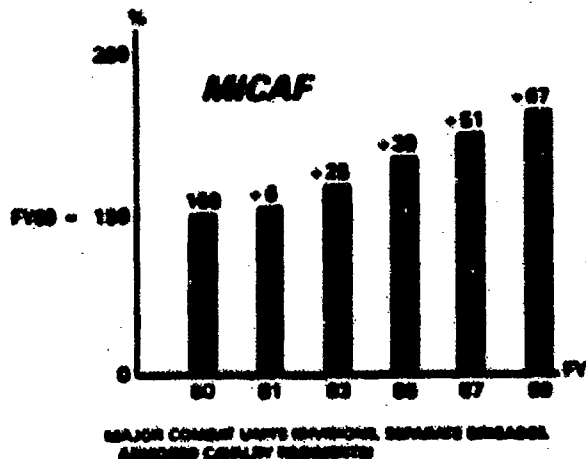
RESERVE COMPONENTS



Another way of showing growth in capabilities for the Total Army is the "Measuring Improved Capabilities of Army Forces (MICAF)" study. MICAF quantifies capability improvements in Army divisions, separate brigades, and armored cavalry regiments in relation to the threat capabilities likely to be faced. In this sense,

it is the most realistic evaluation of capabilities available to us. As the chart shows, since 1980, the capability of our major combat units in relation to the threat has increased almost 40 percent. Projected increases are shown for FY87 and 89.

TOTAL ARMY MEASURING IMPROVED CAPABILITIES OF ARMY FORCES



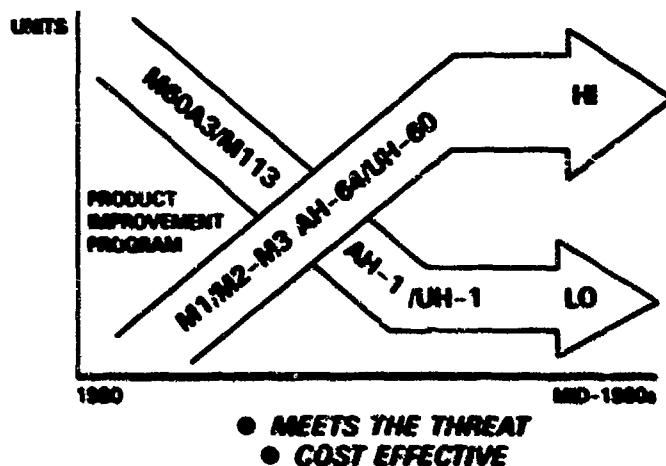
The Total Army's modernization strategy is based on the concept of a "high-low" mix in capability for its equipment, next chart. The Army cannot afford to modernize across the board, all at once. Rather, it must continue infusing reasonable quantities of the most modern equipment, as the threat requires and technology permits, while "product improving" older equipment. On the high side, we are building forces around

proven and reliable new equipment such as the Abrams tank, the Bradley Fighting Vehicle, the Apache attack helicopter, and the Black Hawk utility helicopter. On the low side, we are "product improving" older equipment, such as the M60 tank, the M-113, and the Cobra and Huey helicopters, to prolong their service lives and extend their capabilities. These weapons systems still have a place on the battlefield and also reduce equip-

ment shortages and fill war reserve stocks. Such a cost-effective approach allows us to keep pace with the

threat, technological advances, and sustainability requirements.

HIGH - LOW MIX MODERNIZATION STRATEGY

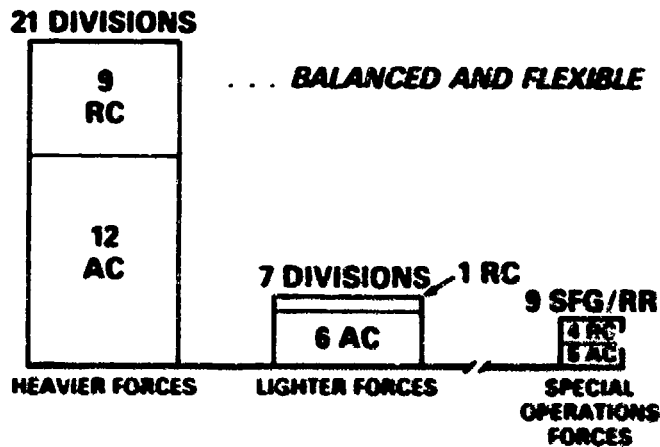


In this regard, research and development (R&D) is an investment that enables us not only to develop and capitalize on the "tiger of technology" but also to keep pace with a rapidly changing and sophisticated threat. We are driven by advances in technology, to a certain extent, and thus we can expect some continued turbulence in the weapons acquisition process. We must "product improve" our systems or risk defeat on future battlefields. The Army depends largely on superior equipment in the hands of well-trained and motivated soldiers to overcome a numerical disadvantage on the modern battlefield. R&D provides leverage for the future and is vital to the development of equipment that will allow us to capitalize on our AirLand Battle doctrine.

As you can see, we are modernizing our force structure, giving it better balance, and increasing its combat

power, all without an increase in the end strength of our Active Component. The following chart shows the major combat components of the Total Army. Our heavier forces remain oriented towards Central Europe and the NATO commitment. Our lighter forces increase our strategic flexibility and deployability; and, thus, they enhance our ability to deter war. Deployability is deterrence. These light forces, along with our improved Special Operations Forces, give the National Command Authorities the options needed to handle the challenges of low intensity conflict, the most likely we expect to face in the future. Army light and Special Operations Forces will also play an important role in a high intensity war. For example, by holding heavily forested or urban areas, our rapidly deployable light infantry divisions can free up our tank and mechanized forces for offensive operations.

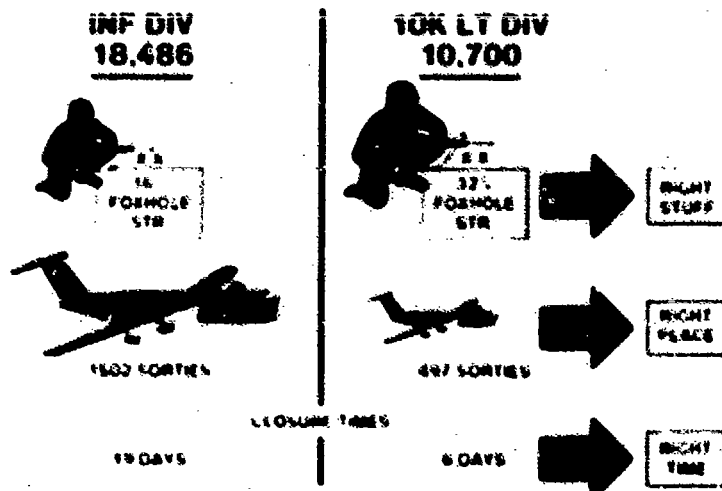
COMPOSITION - TOTAL ARMY



You can see that the Reserve Components continue to play an important role in our force structure (10 of 28 divisions; they constitute 49 percent of our total strength, 50 percent of our combat battalions, 70 percent of our deploying forces, and 69 percent of our combat service support). They have substantially more equipment and simulators, take part in exercises with Active forces overseas and in the U.S., train at the National Training Center, and have sustained steady growth in full-time manning. The Reserve Components

have come a long way in improved readiness and capabilities.

Twenty-five percent of our Total Army divisions are configured as lighter forces, including the newly organized light divisions. This chart shows the advantages of the light infantry division. Getting to the "right place, at the right time, with the right stuff," is a capability that enhances the deterrent power of the United States and adds to its strategic, non-nuclear capabilities.

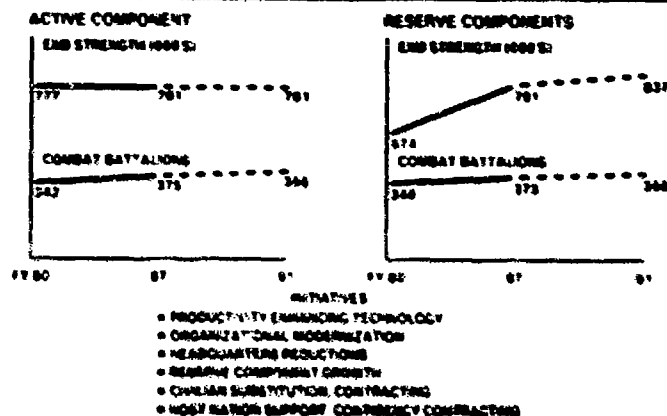


We remain vitally concerned about the adequacy of airlift and sealift resources, and we continue to support fully the Air Force and Navy in their efforts to improve our strategic mobility.

Within the overall composition of the Total Army, we have increased our combat capability as this chart

shows. For the Active Army, we have created 29 additional battalions through FY87, with 21 more programmed between now and FY91. This increase has been accomplished essentially within the confines of a constant end strength for the Active Component. Also shown here is the increase in RC end strength and the growth in combat power in the Reserve Components.

GROWTH OF COMBAT CAPABILITY



We have chosen to keep the end strength constant for Active Component forces, in order to protect our readiness, sustainability, essential modernization, and people programs. We have disciplined our appetite for Active end strength increases so that we can maintain the overall quality of our forces and capitalize on productivity-enhancing technology. But we are increasing our Reserve and National Guard strengths to permit more qualified citizens to serve their country and to improve our deterrent posture. This fundamental choice has been a key part of our strategy for building and equipping today's Army.

The substantial increase in our deterrent and com-

bat capability shown on the last chart was accomplished through several initiatives: productivity-enhancing technology, organizational modernization, headquarters reductions, Reserve Components' growth, civilian substitution and contracting, and host nation support and contingency contracting. Technology is especially important to our efforts to conserve manpower and convert it to combat power. This next chart provides a good example of how technology will help us to improve our support bridging capability in the early 1990s. With acquisition costs equal to the older model, the new bridge saves manpower, transportation, weight, and time. The crew will be reduced by 75 percent, the vehicles by 60 percent, and erection time by 75 percent.

PRODUCTIVITY ENHANCING TECHNOLOGY

HEAVY DRY SUPPORT BRIDGE

CHARACTERISTIC	TODAY	TOMORROW
SPAN CAPABILITY	153 FT	180 FT
CREW SIZE	33	8-9 (TRUCK CREW)
TRANSPORTATION REQUIRED	7 TRUCKS 7 TRAILERS	3 TRUCKS
WEIGHT	40 TONS	22 TONS
BUILD TIME	3 HRS	45 MIN
ACQUISITION COST	EQUAL	EQUAL

In the areas of training and sustaining, the chart below shows some of the improvements made to enhance our readiness. National Training Center (NTC) rotations, range modernization, and Reserve Components overseas deployment training provide superb training experiences for our soldiers and units. The improved status of POMCUS (Prepositioning Of Materiel Con-

figured To Unit Sets), host nation support, and war reserve stocks will enhance our reinforcement capability and will help sustain our forces once they are committed to combat. This latter area, although less glamorous, has not been neglected in the course of building a renewed posture of readiness for the Army.

TRAINING AND SUSTAINING

(FY 81-FY 86)

- | | |
|---|---|
| <ul style="list-style-type: none"> • NATIONAL TRAINING CENTER <ul style="list-style-type: none"> • FY 86 - 22 BATTALION ROTATIONS (26 ACTIVE, 2 RESERVE) • RANGE MODERNIZATION <ul style="list-style-type: none"> • 48 MAJOR RANGES CONSTRUCTED OR MODERNIZED • COMBINED ARMS DESIGN • RESERVE COMPONENT OVERSEAS DEPLOYMENT TRAINING <ul style="list-style-type: none"> • 84% INCREASE | <ul style="list-style-type: none"> • POMCUS <ul style="list-style-type: none"> • DOUBLED • HOST NATION SUPPORT <ul style="list-style-type: none"> • 23 UNITS ACTIVATED (FY 81-86) • 59 UNITS SCHEDULED FOR ACTIVATION FY 86 • WAR RESERVES (90%) <ul style="list-style-type: none"> • 23% INCREASE IN SUBMUNES • 27% INCREASE IN MAJOR ITEM PROCUREMENT (e.g. TANK) • 113% INCREASE IN SECONDARY ITEMS (e.g. ENGINES) |
|---|---|

JOINTNESS

"Jointness" is vital to success in combat. If we had to go to war tomorrow, we would go jointly. I can tell you that the Army, by virtue of its business, has to be the most joint of the services. General Gabriel, the Air Force Chief of Staff, and I instituted the Joint Force De-

velopment Process in May 1984 by Memorandum of Agreement. The objective remains to develop complementary rather than duplicative capabilities, to fill voids in our war fighting capabilities, and to increase total force effectiveness in direct support of the war fighting commanders in chief. We have broadened participation in the process to include the other Services.

JOINT FORCE DEVELOPMENT PROCESS

- ESTABLISHED BY MOA MAY 1984
- ORIGINAL 31 ARMY AIR FORCE JOINT INITIATIVES EXPANDED TO 35 - OVER 50% FULLY IMPLEMENTED
- ARMY, NAVY AND AIR FORCE PARTICIPATE
- DIRECT SUPPORT TO THE WARFIGHTING CINCS
- COMPLEMENT RATHER THAN DUPLICATE CAPABILITIES
- FILL VOIDS IN SERVICE CAPABILITIES
- INCREASE TOTAL FORCE EFFECTIVENESS
- NEAR-TERM COST AVOIDANCE OF \$1 BILLION

We have implemented over half of the original thirty-one Air Force-Army initiatives and have added four new ones. The initiatives have resulted in roughly a billion dollars of near-term cost avoidance as we have reduced or eliminated duplicative programs. Furthermore, they are helping the Army and the Air Force to develop doctrinal and procedural agreements that lead to better operations on the battlefield. Similar agreements with the Navy are helping to improve our strategic sealift and logistics-over-the-shore capabilities.

This chart shows several systems, comprising the Joint Interdiction Program, that are particularly important to our joint efforts: Joint Surveillance and Target Attack Radar System, Joint Tactical Fusion Program, and the Joint Tactical Cruise Missile System. These three joint programs are critical to the future success of our AirLand Battle doctrine and are essential to NATO's FOFA strategy.

JOINT INTERDICTION PROGRAM

		NOTE - \$M	
		FY 85	FY 86
FIND THEM	J STARS	ARMY 50	44
		AF 50	152
ANALYZE THEM	JOINT TAC FUSION	ARMY 73	187
		AF 11	27
KILL THEM	JTACMS	ARMY CLASSIFIED PROGRAM	

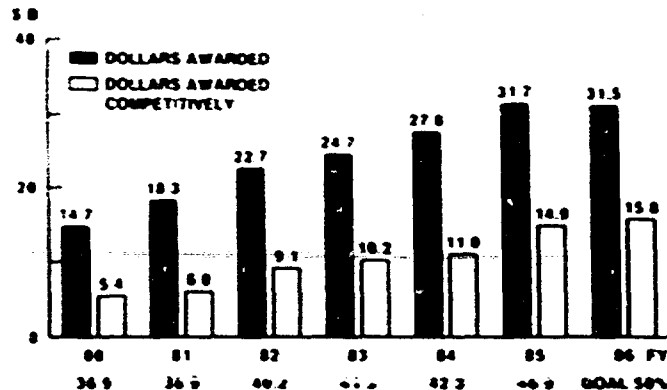
MAKES AIRLAND BATTLE WORK

STEWARDSHIP

As we have improved our military capability in terms of people, equipment, force structure, training, and support, we have been better stewards of the resources en-

trusted to us. For example, the chart below shows how we have increased competition in the procurement process. In FY85, we exceeded our goal of 46 percent of dollars awarded competitively, and this year, FY86, we are aiming for 50 percent.

COMPETITION PERFORMANCE



Another example involves multi-year procurements and reduced costs (actual or estimated) from FY82 to

FY87. These efficiencies are driven by competition and are substantial as shown below.

MULTI-YEAR PROCUREMENT

FY 82	REDUCED COSTS (\$M)
BLACKHAWK AIRFRAME, M1 FIRE CONTROL, AN ALD-136 RADAR JAMMER	273
FY 83	
T700 ENGINE, MURS, M60 TANK THERMAL SIGHT, BFV1 COMPONENTS, PLUS HUMVY	594
FY 85	
SHOP EQUIPMENT CONTACT MAINTENANCE, BLACKHAWK AIRFRAME, BFV TURRET DR, S T TRK, CH-47 MOD	481
FY86	
T700 ENGINE (ARMY ONLY), M1 TANK ENGINE, M1 TANK CHASSIS, M1 FIRE CONTROL, BUSHMASTER 25MM GUN, BFV TRANS, AN-64 APACHE PENDING	1 067
FY 87	
PATRIOT STINGER	477
	2 812

Simulators also lead to efficiencies as well as substantially improved training. This chart shows the reduced

costs we realize from our aircraft and tank training simulators.

SIMULATOR EFFICIENCY

AIRCRAFT	COST OF SIMULATOR	REDUCED COSTS PER YEAR	PAYBACK PERIOD
UH-1	\$ 2.5M	\$6.1M	.4 YRS
UH-60	\$10.6M	\$5.2M	2.0 YRS
AH-64	\$22.5M	\$8.1M	2.8 YRS
AH-1	\$15.1M	\$2.9M	5.2 YRS

TANK	COST OF SIMULATOR	REDUCED COSTS PER YEAR (AMMUNITION)	PAYBACK PERIOD
105 MM (M60 SERIES AND M1)	\$2.2M	\$.3M	7.3 YRS
120 MM (M1A1)	\$2.2M	\$1.8M	1.2 YRS

AREAS OF SPECIAL CONCERN

Now, I want to highlight some areas that are of special importance to the Army and its ability to execute the missions entrusted to it.

First, the Bradley Fighting Vehicle (BFV) remains an indispensable part of our combined arms team and is essential to our modernization programs. The BFV's agility and firepower provide the required complement to the Abrams tank for AirLand Battle operations on the high intensity battlefield. Incidentally, all major armies of the world have infantry fighting vehicles designed to protect infantry from artillery fragments and small caliber weapons, and have mounted on them antitank weapons as well as cannons for suppressive firepower.

The results of our vulnerability tests show that the BFV is a tough, survivable vehicle far superior to its predecessor, the M-113, and to the Soviet BMP. As threats to its survivability increase, or as technology changes, we will "product improve" the vehicle, as we do with all our soldiers' equipment, if the improvements are cost effective. The product improvements we now plan for the BFV include a spill liner to reduce fragment damage and applique or active armor to defeat shaped charge attack. We estimate the cost at less than \$75K per vehicle.

As our soldiers have demonstrated at the National Training Center, which is the best and most demanding combined arms training center in the world, the Bradley Fighting Vehicle has significantly increased the combat power of battalion task forces, giving them superior flexibility, security, and the added killing capability to deal with masses of enemy armored vehicles. For example, in one battle in the desert at Fort Irwin, a BFV unit detected and destroyed an enemy security zone force without slowing down. Several weeks earlier, an M-113 equipped unit spent several hours battling the enemy on a similar mission in the same location. Our soldiers want the Bradley Fighting Vehicle. The Army needs this vehicle if it is to achieve the full potential of the heavy forces combined arms team centered on the M1 Abrams tank, and if we are to avoid being outclassed on the high intensity battlefield. I urge you to give it your full support and continued funding.

Second, the Army's light helicopter fleet (OH-58, AH-1, and UH-1) in the 1990s will be almost 30 years old and will be vulnerable to the Soviet threat. Some product improvements have been made to the fleet to extend service life and improve capabilities, but unless we begin fielding a replacement fleet with "leap ahead" technology we shall be outclassed on the battlefield. That's why we need the LHX program. The objective is to develop, qualify, and competitively procure an affordable, supportable, and highly survivable advanced technology helicopter system that meets the operational

requirements of the Army in the mid-1990s and beyond. The LHX will give us a lightweight, highly reliable, and easily maintained family of advanced helicopters.

Third, as you know, one of our major shortcomings is the lack of effective air defense in the forward battle area. The termination of the DIVAD program aggravated this problem, creating a void in our forward area air defenses. To protect our forward maneuver force, we have developed a "forward area counter air concept" which provides a joint and combined arms solution to a rapidly growing air threat. On future battlefields, we will face in the forward area increasingly sophisticated and difficult to kill attack helicopters, fixed-wing aircraft, and drones. Our concept requires a mix of capabilities. These include a combination of new weapons, a fiber optics guided missile capable of killing helicopters behind hills, gun-missile systems, command and control improvements, and enhancements to existing weapons, including the tank, BFV, and artillery. Your support is needed to get the forward area air defense program underway, otherwise the substantial investment we have made in the M1, BFV, and other modern capabilities will be at risk.

Fourth, the Army is firmly committed to the revitalization of its Special Operations Forces (SOF). Readiness of our Active Component SOF has improved, and Reserve Component readiness is a priority action. The Army SOF modernization action program provides the basis for our effort with 74 issues that range from increased force structure through modernized communications capability, and improved sustainability. With respect to command and control of Army SOF, we are

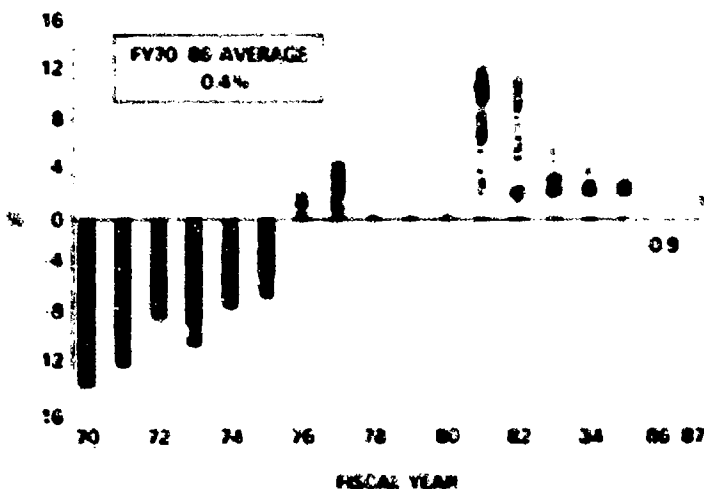
developing a concept which would improve the coordination of all elements of the force in support of the war fighting commanders in chief. Additionally, the Army has initiated action among the Joint Chiefs of Staff to improve the overall military organization of our SOF.

Fifth, we must continue to modernize our chemical weapons so that we can regain a credible deterrence capability and progress in efforts to ban chemical weapons altogether. Your demonstrated resolve in initiating this modernization effort last year has provided the impetus for what now appears to be a more serious interest on the part of the Soviets for pursuing treaty discussions. We must keep the pressure on. To that end, the Army has requested FY87 funds to continue to build binary production base facilities and produce binary munitions.

I have discussed the state of the Total Army and highlighted areas that need special emphasis. Let me conclude by expressing my greatest concern: *that we will fail to carry through with the Army's modernization programs*

We have made much progress, but we are far from finished. Never before has so much been expected of our Army. The threats posed by the spectrum of conflict we face, ranging from terrorism to high-intensity conflict, are both diverse and difficult. We must apply sufficient resources to meet our security requirements. On this chart, you see the real growth trends for the Army since 1970. It does not show the potential impact of Congressional action or the Gramm-Rudman-Hollings legislation on the 1987 budget, which compounds the problem.

ARMY REAL GROWTH TRENDS



Three significant factors emerge: one, we see a sinusoidal "rate of growth" curve rather than the steady-state growth condition. A steady-state condition obviously eases planning and execution, as we try to build Army forces, and allows more cost effective acquisition policies. Two, we have averaged "negative" real growth over this entire period, and, in fact, we "lived off the shelf" for most of the 1970s. Third, in recent years, we see again a negative trend in resources for the Army, with the effect of undercutting modernization, readiness, and sustaining capabilities. Quality of life for our soldiers and their families also will suffer.

This downward trend comes at a time when we are only midway in our modernization programs, contrary

to the experience of the other services that started three to four years ahead of us. As of FY86, we will have been authorized to procure only two-thirds of the M-1s, Apaches, Black Hawks, Multiple Launch Rocket Systems and Patriots that we need, and only one-half of the BFs that we need. In fact, only one-third of our units are modernized with this new equipment.

We need the support of Congress and the American people to maintain the momentum of the progress made to date. The lessons of history tell us that strong, modern, conventional forces enhance deterrence and raise the nuclear threshold. With your continued support, today's Army will be ready, responsive, and responsible ... now and in the future.

General Wickham testified before the Senate Armed Services Committee on 5 December 1985 on Defense Organization and before the Investigations Subcommittee of the House Armed Services Committee on 20 February 1986. The statement before the House Committee appears below.

Statement before the INVESTIGATIONS SUBCOMMITTEE, COMMITTEE ON ARMED SERVICES U.S. HOUSE OF REPRESENTATIVES

Washington, DC
20 February 1986

Defense Organization

Mr. Chairman, members of the Committee, thank you for the opportunity to testify during your review of our nation's defense organization.

My personal views are based on broad joint experience. For fourteen of the past eighteen years, I have served in joint assignments including duty as Director of the Joint Staff, senior military executive to the Secretary of Defense, and CINC of the Combined as well as Unified Command in the Republic of Korea. Also, I attended the Armed Forces Staff College and the National War College. Thus, I understand from a variety of perspectives many of the problems which are reviewed in the Senate Armed Services Committee's (SASC) staff report, and which also have led to changes proposed in the House bill on Joint Chiefs of Staff (JCS) reorganization. I support most of the changes in the House bill. One provision I do not agree with concerns the Deputy Chairman which I shall discuss later.

I have been a strong supporter of reform, but reform that is evolutionary rather than drastic in nature. Late last year, the House passed a JCS Reorganization Bill that originated in this Subcommittee and reflected, in many respects, your understanding that radical reorganization would be harmful to the nation's security. I am encouraged that as we draw closer to achievement of a Defense Reorganization Act, members of both houses of the Congress appear to be taking care to insure that we preserve proven institutions, solve actual rather than alleged shortcomings while taking into account the significant improvements already undertaken by the JCS themselves, and, in the end, realize an improved defense establishment.

In your letter to Secretary Weinberger, you asked that we come prepared to discuss a number of detailed questions in five areas. In this brief statement, I would like to share some general views with you on each in order

As to the Unified and Specified Commands, the JCS initiated a full review of the basic joint publication—JCS Pub 2—dealing with the organization, responsibilities, and authority of our combatant commands. JCS Pub 2 is a comprehensive document—the cornerstone of joint action for the JCS, the Services, and the combatant commands. The CINCs are included in our review, and you will receive a report on the results from Secretary Weinberger.

I would not want to prejudice that review with any comments I make today. Nonetheless, I think it is important to tell you that many of the proposals advanced, especially those that give the CINCs more authority in the administrative, logistic, and budget areas, must be carefully weighed against the primary purpose for which the CINCs were established, namely to provide unified, operational command over forces assigned from the Services in order to accomplish military missions. As you know, the CINC's focus is, and must remain, operational war fighting and not the full range of support and administrative functions that are the proper burden of the Services and military departments. The CINCs have full operational command over forces assigned to them which gives them substantial power and authority over resources, quality of people, organization of forces, and activities of component commands.

You must consider in any proposal that tasks the combatant commanders with support of programming functions how much of their time and energies as well as that of their staffs will be spent on non-war fighting tasks, rather than on their operational responsibilities involving joint and coalition forces. Moreover, the Services are accountable to the Congress among other things for total program development, for balance between near-term and long-term requirements, and for integration of world-wide national security needs. CINCs on the other hand focus on near-term regional requirements of force sustainability and readiness. Thus, giving CINCs greater authority over programming and resources could emphasize near-term regional interests at the expense of long-term total requirements and blur the Services' responsibilities as well as accountability for overall program integration and balance.

It is important to take full account of the substantial roles Secretary Weinberger and JCS have given our CINCs in recent years to insure that their war fighting requirements are fully considered by the Services, OSD, and the Congress. The current Defense Resources Board process is the most comprehensive review of budget issues and involves the CINCs more thoroughly than any other process I've seen in all my years in the Pentagon. In short, I do not believe we should en-

cumber the CINCs with authority in the administrative, logistics, or budget/program areas.

Your second area of concern had to do with the quality of officers who perform joint duty.

The Army always has tried to provide officers of recognized competence to joint assignments, particularly to the Joint Staff. Joint Staff officers frequently exceed the norms found inside our own service. For example, for three years 100 percent of the eligible Army majors on the Joint Staff were selected for promotion to Lieutenant Colonel. Repeated tours of duty in the joint arena strengthen the career of Army officers. Guidance to promotion boards makes this point very clearly.

Toward the goal of upgrading Joint Staff quality, I support giving authority to the Chairman to specify the qualifications needed by the officers on the Joint Staff. Last year the Office of the Secretary of Defense prepared a House-directed report of the proposal for a Joint Duty specialty. I support the report's conclusion that a joint skill identifier would be preferable. Joint billets generally require functional specialists with solid, current service backgrounds, not simply those who have had joint duty or joint education.

Regarding proposals to consolidate staffs within the military departments, let me say that I support the views Secretary Marsh gave you. The Secretary and I share a very close working relationship. Virtually every day he and I consult on departmental matters. I seek his views and decisions on all key matters. I also keep him informed on actions of the JCS which impact on the Army. I do not see confusion in the role of the Secretary or in my responsibilities to him under statute and DOD directives. Nor do I see any significant advantages to be achieved through full-scale consolidation of our staffs. The Army Secretariat now has about 370 members. Consequently, while some further consolidation may be possible, I do not recommend merger of the staff.

Regarding defense agencies, it is important to note that they have developed largely as a result of efforts to improve management and to improve program as well as budget visibility over functional activities. This also assists in wartime support of the CINCs. While these functional activities, such as communications or logistics could be split among the Service departments, or could be given to a single Service department as executive agent, it is not clear that management efficiency would be better than exists with the current defense agencies. Several of the real benefits of defense agen-

cies lies in their jointness which derives in part from manning with personnel from the Services, and from the fact that the agencies must participate fully in the Defense Resources Board process which assures solid program visibility in terms of balance, support to the Service and CINCs, and efficiency.

All of this is not to say, however, that further efficiencies cannot be made in existing defense agencies. Just as we have done with cuts in the Army Staff over the past two years, some consolidation of effort and further manpower efficiencies probably could be made. I do not support the House bill that would eliminate the Defense Logistics Agency and Defense Contract Auditing Agency, both of which achieve efficiencies in performing needed common functions for the Services. It would be particularly harmful to disestablish these agencies and cause the Services to reassume their functions with no increase in manpower.

I also do not support the proposal to create a new special operations agency. Great progress has been made in recent years in strengthening the Special Operations Forces (SOF). Army SOF (Total Army) have grown from a strength of 19,500 in 1982 to 24,200 in the 1987 Budget, and resource allocations have grown from \$254 million in 1982 to \$552 million in the 1987 Budget. We have organized a Special Operations Command under a major general to assure solid oversight of SOF programs and operational activities. Thus, a new agency is not needed given the initiatives taken within DOD in recent years to improve Special Operations capabilities. The creation of such an agency, in my view, could complicate SOF wartime support to the CINCs and detract from service responsibilities as well as accountability for strengthening SOF capabilities.

I have shared my views on the SASC draft reorganization bill in a letter which I would be happy to provide for the record. The draft bill was an improvement on the extensive report published by the SASC staff last October, particularly with regard to the JCS provisions. However, the bill contained a number of provisions that I believe would be less than helpful. For example, while enhancing the role of the Chairman of the Joint Chiefs of Staff, which I support, it did not sufficiently provide for the retention of the corporate nature of the JCS or

of their advice. I would hope that the final bill would make clear the Chairman's responsibility to consult with the JCS and to carry out his duties on behalf of the corporate body.

The final bill also should permit the JCS to retain the current practice of quarterly rotation among the Chiefs of the role of Acting Chairman. I have worked with other practices when I was Director of the Joint Staff and senior military executive to the Secretary of Defense. The Acting Chairman's role requires that the Service Chiefs become more deeply involved in joint affairs and the national security decision making process. Fulfilling this important responsibility has made me a better Service Chief and a better member of the JCS, leading I believe to providing better military advice for our superiors, to support better the CINCs, and to more "jointness." If we are serious about making the JCS more joint, and I know we are, then the Acting Chairman's role is a crucial element in the maturation process.

Increased duties of the Chairman may make it advisable to assign him a Vice Chairman. I supported this concept six years ago during my tenure as Director of the Joint Staff, but I did not then, nor do I now, advocate that the Vice Chairman replace the CJCS during his absence. A Vice Chairman, for the reasons cited above, should not become Acting Chairman in the Chairman's absence, but he could aid very considerably the Chairman in such areas as enhancing the Joint Staff's capabilities to review contingency planning; to perform resource analysis, to formulate planning, programming, and budgeting recommendations; and to work with the CINCs' staffs on their resource priorities. Additionally, he could head the Joint Requirements and Management Board and oversee major mobilization exercises such as "Nifty Nugget" conducted in 1979 and periodically since then.

My previous comments indicate my key concerns regarding the draft SASC bill's provisions for the combatant commands and military departments. I would be glad to address specific questions you may have today. I would also like to offer to you my full cooperation and that of the Army Staff in the important work you are undertaking over the coming weeks. Thank you.

Address to the FIRST AND SECOND CLASSMEN

United States Military Academy
16 April 1986

Fighting and Winning

It's a special pleasure to return to West Point to address you future professional soldiers about "fighting and winning." I want to share some thoughts with you that I have developed over almost thirty-six years of commissioned service.

Although Army forces are not involved, events of recent days highlight the role of military power in assuring our security interests. It's obvious that being able to "fight and win" contributes to the effectiveness of military power in terms of deterrence as well as execution of operations.

I want to spend my time with you this evening discussing leadership and values as they relate to the art of war—the kind of leadership that will allow us to win if we are called upon to fight, as well you might given the lessons of history and the uncertain world in which we live.

Leadership is the most important factor in practicing the art of war and determines whether or not our Army will be just good or great. Because our business as officers—as leaders—is soldiers, *leadership makes the difference in the profession you are about to join*. Your soldiers will be the most important ingredient of the combat power you will have at your call. How you lead these soldiers is critical because, as you rise in rank and authority, you will place greater numbers of them at risk by the orders you give.

John Masters, in his book, *The Road Past Mandalay*, recalling his command in Burma, wrote: "The wonderful thing about soldiers, is that they . . . will permit any man a fair and just time to prove himself, provided he does his best. After that they will take almost anything, do almost anything, for a competent commander who combines pride in himself and in them with a humble recognition of his privilege in commanding them." Translated, that means that soldiers can see a phony and smell him even quicker.

As an officer and as Chief of Staff, I have placed abiding emphasis on soldiers and on those programs that enhance the spirit of the Army—the warrior spirit—that the German philosopher Carl von Clausewitz felt "permeates war as a whole." The metaphor he used was a sword, in which "the physical factors seem little more than the wooden hilt, while the moral factors [the spirit] are the precious metal, the real weapon, the finely-honed blade."

With this as background, I want to offer you several insights that should help as you prepare yourselves for the ultimate test of the military profession: combat.

The first insight you must understand as you lead your soldiers is that you are practicing an art. Although the profession of arms encompasses both art and science, on the battlefield, the art of war is all important. George Patton concluded the same thing; he said that "Wars may be fought with weapons, but they are won by men."

There's been debate over the years about whether the profession of arms is an art or science. I think that the people who have been involved in that debate have missed the point. Fighting and winning will require the very best of both the art and the science of war. You must educate yourself so that you will be able to master both aspects of your future profession.

Science, among other things, has spawned military technology—the tiger of technology. Today, for example, the Army is using productivity-enhancing technology, such as Mobile Subscriber Equipment—cellular telephones—to conserve manpower and to convert it to combat power. Simulators, such as the Multiple Integrated Laser Engagement System (MILES), add realism to training.

Moreover, technology has increased the lethality as well as reliability of our weapons systems and munitions.

As a result, all branches of the Army—from military intelligence to communications and automation to medical and combat arms—have been the beneficiaries of technological advances. At the same time, in each of these specialties or areas, the art of war goes beyond science. Regardless of the impact of technology or scientific analysis, for commanders there is an art to the assessment and weighing of such factors as mission, enemy, terrain, time, and the troops available. For the infantryman, there's more art than science in executing the last 100 yards of an assault.

The commander's or leader's estimate of the situation and decision making call for solid judgement and even for intuition, what Napoleon called *coup d'oeil* or "stroke of the eye." There is an art to the timing of key decisions, to the commitment of the reserve force, and to the allocation of resources. Finally, there is an art to assessing the intent of the enemy and even of your own commander. Above all else, as I have indicated, leadership—that quality that makes a difference in all of our enterprises—is more art than science.

The primacy of the art of war came home dramatically to General Dwight D. Eisenhower as he grappled with the decision of when to launch the invasion of Normandy—a decision based upon the inexact science of meteorology. On the morning of 5 June, as the rain beat down upon his headquarters at Southwick House, England, he had to gamble on a break in the storm that his chief weatherman, RAF Group Captain J.M. Stagg, had predicted.

As Supreme Commander, the decision affecting the fate of millions of people was his alone. With only a long range weather prediction and his personal judgement, he said quietly, "O.K., let's go," and go they did. The troops of the Allied armada waded ashore at Normandy on 6 June 1944.

Science had helped to a point, but the decision that launched five thousand ships, hundreds of airplanes, and thousands of men ultimately depended on the analysis, moral courage, understanding of other men, and the judgement of one man—the commander. That weight of responsibility for soldiers' lives and destinies will soon rest upon you, as you become small unit leaders in the Army.

The second insight is that to be professionally competent one must understand the framework, the three

broad divisions of activity, by which we conduct war: *strategy, the operational level of war, and tactics*. Our ability to win in combat will depend upon the way we practice the art of war at each of these levels. Now this may seem like pretty heady stuff for cadets, but you need to develop the habit now of thinking beyond the narrow confines of your daily activity. As junior officers, you must understand the commanders' intent at least two echelons higher so that you know the tactical ends they seek. You must hone your skills and your intellect so that you are prepared to accept greater responsibilities, however unexpected, when they come your way.

As you know, the Joint Chiefs of Staff help shape the military strategy of the United States. In our democratic system of government, military professionals rightfully respond to the guidance of the President and the Secretary of Defense. As Secretary of Defense Weinberger paraphrased the German philosopher of war Carl von Clausewitz in his recent speech on low-intensity warfare: "The military is an instrument of the national will, and not a substitute for it."

Consequently, the military strategy we derive from national security objectives must protect our national interests and those of our Allies. Military strategy thus sets the fundamental conditions for military operations by establishing goals, assigning forces, providing assets, and imposing conditions on the use of force.

Military strategy in turn shapes the next lower level of warfare—the operational level—which includes theaters, army groups, and field armies. This level is both joint—multi-service—and combined or coalition; it is the level at which senior leaders must be able to design, organize, and conduct major operations and campaigns that achieve strategic goals.

The operational level of war requires vision, the ability as well as capacity to anticipate, a careful understanding of the relationship of means to ends, and effective cooperation with, as well as utilization of combat power of, sister services and allies. It also shapes tactics. You, as future junior officers, need to understand enough of the operational level of war so that you can see that there is a coherence and broad purpose to tactical operations and battles in which you may be involved.

The final level of war is more familiar—that of tactics—small unit operations. Tactics involve the operations

by which divisions and smaller units translate combined arms combat power into successful battles or maneuvers. Tactics bring success by allowing units to close with and destroy the enemy; by applying fire support from the artillery, the air, or sea to facilitate and exploit that advantage; and by sustaining friendly forces with supplies and materiel prior to, during, and after engagement with the enemy.

The third insight that I have to offer is that effective tactics in combat and in training depend on principles. Let me illustrate how all of this relates to fighting and winning with a personal story from Vietnam. The 5th Battalion, 7th Cavalry of the 1st Cavalry Division received the mission in the fall of 1967 to ward off ambushes along a particularly vulnerable segment of Highway 19. This major resupply route ran from the coast of South Vietnam, westward over the mountains into the provincial capital of Kontum in the Central Highlands.

About noon one day, one of the battalion outposts reported that a "Rome" plow—a large armored bulldozer made in Rome, Georgia—clearing brush near the highway, had been hit by what appeared to be a mine or a rocket. The operator's report, like many first reports from the battlefield, was emotional, incomplete, and partly wrong. Yet it was all that I had to go on as a basis for taking action.

Based on this fragmentary information, I immediately left the division base camp at An Khe and put into action a counter ambush plan. Three rifle companies, which were in various stages of alert, began immediate helicopter lift to the scene of the attack, about 15 minutes flying time away.

From the command and control helicopter over the area, I gave fragmentary orders to my company commanders now in the air. I was also able to pick out landing zones and prepare them with artillery and airstrikes. I had no idea of the enemy unit's size or whether it would remain in the vicinity of the attack, but I suspected that the enemy would be trying to escape since the "Rome" plow had in the course of its clearing work probably disturbed an ambush plan.

Within an hour of the initial report of attack, the rifle companies were on the ground and fighting with North Vietnamese soldiers. Fighting was intense at point blank range, and there was some hand to hand combat. The fury lasted only a few minutes. After it was over, the battalion had captured or killed about two dozen North

Vietnamese at a cost of two U.S. killed and several wounded. I landed to assess the results and to extract the prisoners for rapid interrogation.

As I ran from my helicopter to the location where the prisoners had been reported, I found several soldiers beating the North Vietnamese soldiers with rifle butts. They were enraged over the death a few moments earlier of their platoon leader, who had been shot in the forehead. I stopped the beatings and began to move the prisoners down to the road about 50 meters away for evacuation in my helicopter so they could be questioned. Automatic weapons fire suddenly erupted from the berms formed by brush the Rome plows had pushed into the woodline.

A dozen or so of us were pinned down in the open for several minutes, and nobody seemed to know what to do. We were immobilized and numbed by the experience. Realizing that an additional sweep of the berms was necessary I crawled to the road, assembled a reserve platoon, and directed an assault on the area from which the fire was coming. This attack eventually ended all of the fighting.

There are, I believe, at least six principles to be derived from this brief narrative of a type of fight that probably was replicated many, many times in Vietnam as infantry soldiers using lift helicopters, gunships, artillery, and fighter aircraft closed with the enemy. Consider these principles for your professional kit bag so that you may use them to win. Continue to read military history so you can augment them.

The first relates to *information*. Frequently, if not universally, on the battlefield, you will lack complete intelligence. As leaders, you must learn to make decisions with as much information as you may have available. If you try to wait for a complete picture, you will be unable to make a decision. Despite all the sophisticated communications and all source intelligence systems available to us, we must learn to live with an incomplete knowledge of the battlefield. Thus, we must learn how, as well as when, to take decisive actions under such circumstances.

I didn't wait for complete information about what had happened to the "Rome" plow. I reacted rapidly and violently on the assumption that the plow had stumbled into an enemy element. The plow had, in fact, been hit with a B-40 rocket fired by two enemy soldiers lying in the deep grass only a few yards away.

Second, during a battlefield fight, you must anticipate *unpredictable behavior* by your soldiers, particularly when they are within rifle or grenade range of the enemy. Fear, rage, shock, confusion, fatigue—all can contribute to a psychological state that can undermine a unit's capacity to carry out a mission. My example portrays the rage of soldiers who had just lost a trusted platoon leader. It also illustrates the confusion and numbing inaction of soldiers suddenly pinned down in the open by enemy fire cracking over their heads and kicking up dust around them.

Training, cohesiveness, discipline, solid, steady leadership at all levels, and, of course, prior battle testing can help mitigate the potential for adverse effects. As a platoon leader, you just can't shout orders in those circumstances and expect things to happen. *You have to make things happen!* You also have to work in peacetime to make your soldiers confident of their leadership, their weapons, and their buddies so that they will be able to survive under terrible circumstances. That's what leader bonding and unit cohesion are all about.

Third, *resourcefulness and improvisation are a must on the battlefield*. Unforeseen developments often lead to mission or task type orders in fragmentary, oral form and necessitate a willingness to make changes in plans. This does not mean that you should plan to "wing it" in battle without thorough planning or preparation ahead of time. On the contrary, proper planning and preparation will help insure good performance, but a decisive leader or commander is always prepared to alter plans as necessary.

Fourth, *where you as a leader place yourself on the battlefield may be crucial to success*. There always will be the temptation for personal reconnaissance or for getting into the "heat of action" yourself. Sometimes that is necessary to inspire soldiers and to influence action in a decisive way. *But there is also the danger of being pinned down and getting "out of touch" with the overall situation, thereby losing the chance for decisive action to influence the overall fight.* The study of military history, solid training, and thorough professional grounding can help develop the sense of timing for a leader or commander to know how and when he can influence the battle by his physical presence.

Fifth, even at the platoon level, *you must think about the combined arms capabilities available to you*. I called upon tactical air, artillery, helicopter gunships, helicopter lift, and infantry weapons, as well as maneuver, to

achieve my objectives. Commanders, beginning at the company level and particularly at the battalion level, must train to use all the combined arms capabilities available to them, especially firepower, so that they can acquire confidence in how to control them. An air strike or the fires from a battery of field artillery may provide the margin of success in a fire fight.

Finally, *you must train your soldiers for combat and its support*. You must build up their physical stamina and mental toughness. Well rehearsed battle drills at the squad and platoon level enable leaders and commanders to put into action quickly a plan of operations such as one might encounter in a meeting engagement.

In my example, time was of the essence if the enemy were to be attacked before they escaped; hence, there was no time for personal reconnaissance other than a few minutes to grasp the situation from the air while enroute to landing zones I had designated. Once on the ground, units went into action immediately with fire teams, squads, and platoons using rehearsed battle drills. Since the battle drills were second nature, the soldiers needed to know only the directions for attack, their flank units, their objectives, and the locations of their leaders.

Think about these six principles, and apply them as you face tough situations during your service. Your recall of these and other valuable tenets could make the difference between winning or losing in a future engagement.

By way of closing, I want to offer a fourth insight about leadership: effective leadership and our profession must rest on the bedrock of values. Values are so important that the Secretary of the Army and I chose them to be the focus of the Army's theme for 1986. We in the Army—both in peace and war—must have solid, ethical foundations so that we can capitalize on the human strength of character.

We want to strengthen the Army Ethic—loyalty to the institution, loyalty to the unit, selfless service, and personal responsibility. We want to strengthen personal values, what we call the four "Cs", or competence, courage, condor, and commitment. There are similar values in the commissions you will receive: "reposing special trust and confidence in your abilities, valor, patriotism, and fidelity." And, we want to strengthen integrity, perhaps the most important value for us in the

military, and for you in your honor code. These are the core values for both the Army as an institution and for the individual, which will strengthen our capabilities, strengthen our bonding to one another including families, and strengthen our commitment to a higher calling.

I'd like to share a letter with you from an Army wife who lost her husband at Gander, Newfoundland.

Let me thank you for myself, for all the wives and families of our dear fallen Eagles, for the fallen Eagles themselves, but most of all for my late husband, for sharing with us in our grief and sorrow ... and for the tribute you paid him after his death.

Rudy was a professional soldier who loved what he was doing. He was very proud of his two tours as a captain of Cobra gunships in Vietnam and recently of his three tours with the MFO in the Sinai.

I was, I am, and I always will be very proud

that my husband was a professional soldier ... and a damn good one.

Doesn't her letter speak to us of values? Out of the depth of grief, her letter speaks to us of inner strength. Her letter speaks of patriotism and pride in her husband's commitment to service—a commitment above self.

Let her letter serve to remind you that, because our profession involves human beings, leadership makes the difference in the art of war and in the outcome of combat; leadership will determine whether we win or whether we lose. Leadership makes the difference between a good unit and a great unit.

Let this Army family member's inner strength and commitment serve as a standard for each of you as you embark as citizens in this great and free nation which we have the honor to serve, and in which we have the privilege to live.

Address At the NORTHEAST ASIA COUNCIL MEETING CENTER FOR STRATEGIC AND INTERNATIONAL STUDIES

Georgetown University
Monday, 5 May 1986

The Strategic Context of Northeast Asia: The United States Army and the Republic of Korea

Over the years, the United States has successfully nurtured fundamental and lasting bilateral relationships with our Allies in Northeast Asia. These relationships are based on shared strategic interests. This is particularly true of the Republic of Korea, to which I will devote most of my attention today.

Because of its critical location, Northeast Asia is a region where the military, political, and economic interests of the United States, the Republic of Korea, Japan, China, and the Soviet Union converge. The economic dynamism of the Republic of Korea and Japan, and the opening of China to economic relations with the western world, have strategic implications for

us all. The result is a growing global interest in, and a greater dependence on, that region of the world. Maintaining peace and stability in Northeast Asia is thus a vital concern to the United States as well as other nations concerned about world peace.

The Soviet Union has shown a clear interest in the region that is reflected in the disposition and modernization of its armed forces. One-third of Soviet land forces are oriented against Northeast Asia, and over half of its naval forces are now in the Pacific. Their exercise activity has increased in Northeast Asia. The Soviets maintain more than 50 divisions in the Far East, supported by more than 40 regiments of tactical aircraft.

The Pacific Ocean fleet is the largest in the Soviet Navy. The U.S. and our Northeast Asian Allies play a major role in countering the potential influence of this growing threat.

Our strategic objectives recognize the realities imposed by geographic and economic factors and the Soviet threat. With our global strategy we seek to deter conflict, while protecting the U.S. and our Allies. We seek to maintain a balance of power in a region where the national interests of the various powers have, in the past, come into conflict. Moreover, the formation of an intra-regional coalition remains elusive. By maintaining and improving our relationships with our Allies and with China, we will, however, continue to deter Soviet aggression and coercion.

The increasing Soviet threat and U.S. objectives have formed the strategic context for the situation that faces the Republic of Korea today. Although a stalemate exists between the armed forces of the Republic of Korea and those of the communist state to its north, the peninsula of Korea is the most likely flashpoint for conflict in the region. As a strategic nexus of East Asia, it has served as both a cultural bridge and an arena of competition and conflict in the past century. This will be a particularly dangerous time given the upcoming Asian Games and the Olympics of 1988. Time is not on the side of North Korea.

North Korea has chosen to isolate itself from the world and lives in a state of xenophobia. The cult of the personality is so intense that Kim Il-Sung is presented to the people as virtually a god and the son of god Kim Chang Il has been designated. By consistently spending 20-25 percent of its gross national product on the military, North Korea has traded away the benefits of economic growth in favor of military growth. The North's economy is stagnant and struggling with the shortages, dislocations, and inefficiencies which characterize all command economies. The vast majority of North Koreans have no opportunity to exercise basic human rights nor participate in the decisions that shape their lives.

North Korea constitutes a serious military threat to the stability of Northeast Asia. It continues to build and modernize a military force that far exceeds its legitimate defensive needs. The North Korean Army numbers 880,000 out of a population of about 20 million. It has been modernized over the past five years with respect to mobility, firepower, and weaponry. A significant percentage of this force is concentrated along the DMZ and is capable of launching a major attack with little warning.

By contrast, the South Korean people can be proud of their achievements. The Republic of Korea has clearly established itself as a member of the free world with an internationally oriented society and economy. Furthermore, it emerged from the ravages of war and built one of the strongest economies in the world, in truth an "economic miracle."

From the Republic of Korea's economic rebuilding has emerged one of the most professional and ready armies in the world. For more than 30 years, the combined efforts of the United States and the Republic of Korea have deterred North Korean aggression. Our governments have affirmed numerous times that the security of the Republic of Korea is vital to the peace and stability of Northeast Asia. Furthermore, the U.S. has reiterated its firm commitment to assist the South Koreans in repelling any armed attack against them.

With U.S. assistance, the Republic of Korea has remained patient and stalwart in the face of threats and unfriendly actions by the North. Despite terrorist bombings, constant attempts at infiltration, and continuing public challenges, the South Korean people continue to maintain the peace. They do so by building strong military forces that deter war and by displaying a willingness to settle problems through diplomacy.

The U.S. Army has been a resolute partner during this critical period of revitalization. We are pursuing a number of initiatives that will contribute to increased military capability and, therefore, will enhance deterrence from both a global and regional point of view.

First, we are improving our ability to participate with our Allies in joint and combined operations. Since the region is a mixture of land and seas, we are molding our actions and plans with our sister services and our Allies in Northeast Asia. Our efforts manifest themselves in peacetime cooperation and military exercises both on the peninsula and nearby.

Each year we move significant forces to Korea to participate in "TEAM SPIRIT," the largest exercise in the world, involving about 200,000 ROK and U.S. forces. With Japan, we expect to build on the success we've enjoyed in the YAMA-SAKURA, ORIENT SHIELD, and FOREST BLADE series of exercises. As a result of these exercises, the Republic of Korea and Japan are more equitably sharing the burden of defense with the U.S. through our bilateral security treaties.

Our second major initiative is to improve the capability of Army forces to respond to aggression in North-

east Asia. You are all aware of the difficulties of moving ground forces to a region 6,000 miles from mainland America. This difficulty is compounded by the fact that we have only one Army division forward deployed in Korea and one marine division in Japan. The solution lies in lightening the Army to make it easier to move troops and equipment these great distances.

We now have five light divisions, three of which could be deployed wherever a contingency might arise in the Pacific or elsewhere: the 7th in California, the 25th in Hawaii, and the 6th in Alaska. A light division can be moved with one-third fewer air sorties than it takes to move a heavy division.

We are also lightening our equipment and reducing our sustainment needs by introducing new technologies and reexamining our requirements. The results of these efforts range from plastic packaging for ammunition to making weapons lighter. Our commitment to lightness in our force structure and in our equipment will enhance our strategic deployability and hence deterrence.

As a third initiative, the Army is modernizing the Second Infantry Division, stationed in Korea. These efforts will improve the firepower capabilities of the division, will convert the lighter battalions to an airborne configuration, and will add attack and lift helicopters.

Enhanced artillery (S² artillery and Multiple Launched Rocket Systems) will provide more flexible support. The "Indianhead" Division will emerge as a more capable, powerful, and flexible symbol of U.S. commitment to the security of the Republic of Korea and Northeast Asia.

We are pleased with the progress we are making on these initiatives but remain concerned with other developments in the region. The expanding Soviet and North Korean threats, reflected in their cooperative relationship and the growth of their forces, increase the burden of deterrence for us and our Allies. We must

continue to modernize and improve our ability to respond. The Soviets and the North Koreans must see that our forces in the ROK-U.S. Combined Forces Command are ready, capable, balanced, and fully prepared for successful defense.

Both the U.S. and ROK Armies are giving increasing attention to logistics. The Republic of Korea actively contributes to the sustainability of its own forces. Additionally, many projects that will improve U.S. ground-force capabilities are funded in whole or in part by the ROK government under the Combined Defense Improvement Program (CDIP). Annual peacetime CDIP savings and cost avoidances for the U.S. Government total over \$990 million. The ROK Government is also placing considerable emphasis on the acquisition and local production by its own defense industry of weapon systems and ammunition.

Among other programs, the U.S. Army has contributed over 450,000 short tons of ammunition over the last ten years. This represents a significant increase in the supply of ammunition available to support ROK requirements. Sustainability will continue to be a challenge for both of our countries.

Our commanders in the region, as well as our Allies, are also concerned by heightening tension from North Korea as the Asian Games this September and the Olympic Games planned for Seoul in 1988 approach. North Korea recognizes the importance of these games as symbols of South Korea's position in the international community. Political stability and ready ROK/U.S. forces will give the North Koreans pause should they consider disrupting these events.

The United States remains firm in its commitment to the security of our Allies and to the stability of Northeast Asia. The U.S. Army is doing its part to improve the capabilities of its own forces and those of the Republic of Korea and of Japan. My recent visit to the two countries leaves me more optimistic than ever that we can meet the challenges of the future—together.

SECTION IV

1 July 1986—22 June 1987

Recapping his previous three years, General Wickham stated in his final Green Book article that he had tried to achieve a healthy balance between maintaining continuity and creating change. He recognized that it was necessary to preserve the strengths of the Army while at the same time searching for better ways to improve readiness.

He warned his audiences that, compared to the early 1980s, increasingly constrained resources were slowing the momentum of Army modernization programs and that there would have to be increased belt tightening and closer attention paid to the stewardship of resources. The Balanced Budget and Emergency Deficit Control Act of 1985 (better known as Gramm-Rudman-Hollings) was beginning to have an effect on Army programs. Despite this new era of fiscal austerity, General Wickham maintained that the Army must stay "Steady on the Course" as it pursued the elements of its vision.

In articles, speeches, and Congressional testimony General Wickham articulated the idea of the Army as a "strategic force," a force that plays a significant role in helping to execute our nation's military strategy. Specifically, he said the Army contributes strongly to strategic and conventional deterrence because: it is forward-deployed; it can rapidly reinforce NATO and meet other world-wide contingencies; it includes powerful components of U.S. nuclear forces; it forms the backbone of America's strategic reserve; and, it fights terrorism, performs peace keeping and security assistance operations around the world.

During the final months of his tenure, General Wickham shared the accumulated wisdom of thirty-seven years of commissioned service with the groups to which he spoke. He gave "straight talk" to the Infantry and AAAA Conferences, the West Point First and Second Classes, and the Pre-Command Courses, for example. Many times he illustrated his major points with personal anecdotes. General Wickham continued to stress stewardship and his role as Chief Uniformed Steward. He cited improved ground and air safety practices and increased competition in contracting as concrete results of this emphasis. He also discussed accomplishments about which the Army could be proud and offered challenges for the future.

Importantly, in the Headquarters, Department of the Army, Report to Congress, April 1987, entitled "Army Implementation of Title V, DOD Reorganization Act of 1986," General Wickham wrote a paper, "The Changing Role of the Chief of Staff," that detailed his initial impressions about how the legislation would affect the execution of the Chief's duties.

Values and The Constitution, the themes for 1986 and 1987, were incorporated into his speeches and articles.

SOLDIERS

July 1986

Ambition vs. Selflessness

Recently, I was asked to comment on the apparent conflict that exists between ambition and selflessness. There may be a question in the minds of some in the Army that we preach selflessness as a desired quality of character, but we reward ambition.

That is a legitimate question for us to ponder as we continue to strengthen Army values this year. In my view, there are two kinds of ambition, one is self-centered and the other is selfless. Selfless ambition is positive behavior because it uses individual talents to benefit others, not simply ourselves. In short, selfless ambition is "others" oriented and contributes to a strong unit, organization, and family, and ultimately, to a better Army. This is the type of ambition we should reward and try to nurture in our personal lives. Self-centered ambition, on the other hand, seeks achievement for personal benefit or gain. It inevitably leads to divisiveness and nonproductiveness.

Within the Army, we stress professional values such as loyalty, duty, integrity, and, in this instance, selfless service. The ideal to which we all should aspire is that the welfare of the nation, the Army, and the unit comes before our own welfare. The Army could not function effectively if its members became a collection of self-serving individuals.

Let me give you an example of healthy ambition. You might want a better job in the Army with a higher rank so that you can make full use of your God-given talents for the benefit of the nation, your fellow soldiers, and your family. This motive exemplifies healthy ambition and is consistent with the concept of selfless service which we see in leaders of personal and professional excellence who have a "bone deep" caring attitude toward soldiers.

On the other hand, ambition can become distorted and potentially ruthless when it is selfishly oriented. For example, if you seek promotions merely because you love power and influence, to be above other people, and to dominate them, then your motives are self-serving. You see that in people who give "lip service" to caring and leading soldiers.

As I travel around the Army, I sense that leaders are motivated more and more toward a "bone-deep" commitment to caring. To me, this is an indication of a leader's legitimate ambition because the leader has placed subordinates' needs above those of the leader. Soldiers expect their leaders to show that they care about them even as they pursue the mission.

The life of CW3 Rudy Parris who died in the airplane crash at Gander, Newfoundland, is an outstanding example of selfless service. CW3 Parris was a member of the 101st Airborne Division (Air Assault) who was returning from his third tour of duty in the Sinai with the Multinational Force and Observers, maintaining peace in a lonely but threatened area of the world that searches desperately for peace.

CW3 Parris also served during two tours in Vietnam as a Captain of Cobra gunships. He received two Distinguished Flying Crosses and an Army Commendation Medal for valor. As a result of the drawdown of forces after the Vietnam War, Captain Parris reverted to the rank of Warrant Officer. He was not embittered, nor did he complain. He continued to serve willingly and selflessly, with great pride in the Army. His family shared in that commitment to selfless service and that patriotic commitment to the Army and to America.

After his tragic death, I received a moving letter from his wife, a portion of which I would like to share with you.

Let me thank you for myself, for all the other wives and families of our dear fallen Eagles, for the fallen Eagles themselves, but most of all for my late husband, for sharing with us in our grief and sorrow . . . and for the tribute you paid him after his death. Rudy was a professional soldier who loved what he was doing . . . I was, I am, and I always will be very proud that my husband was a professional soldier . . . and a damn good one.

Her letter speaks of strong bonds within the family and bonds with the Army. Her letter speaks of patriotism and pride in her husband's commitment to service—a commitment above self.

What is important is how you will look back on your time in service. Your view should depend more on what you gave than on what you received. I hope that you will rededicate yourselves to leaving the Army a better

place. Set standards that inspire others around you and leave a mark so that the Army and this great Nation will be enriched by your service.

SOLDIERS

October 1986

The Professional Ethic

Recently, a *White Paper* on "Values," the Army's theme for 1986, was distributed to the field. It discussed why the topic of Values was selected as an Army theme and explained the Army Ethic. The professional Army Ethic, which also appears in the recently revised FM 100-1, *The Army*, consists of four values: loyalty, duty, selfless service, and integrity. The refinement of our Ethic is one of the tangible results of this "Year of Values." I want to discuss the Army Ethic and why it is important to us as soldiers and Army civilians.

The first value stated in the Army Ethic is loyalty. Previously, we made a distinction between loyalty to the institution (the nation) and loyalty to the unit. Now we have chosen to address loyalty—faithfulness or fidelity—in a broader sense. It includes the idea that soldiers and civilians not only must have loyalty to the unit and the institution but also to those above, below, and alongside. Loyalty is the cement that binds the Total Army team together in peace and war.

The second value in the Army Ethic is duty. Duty includes the concept of personal responsibility, the element it replaced. The practice of duty is a traditional hallmark of professional soldiers. Quite simply, duty is doing what should be done, when it needs to be done, and doing it to the best of our God-given talents. A broader concept than personal responsibility, duty more closely relates to our moral and legal obligations as citizens and as soldiers sworn to defend the United States.

Sometimes when duty is mentioned, soldiers naturally might think only of the first sergeant's duty roster or guard duty. Duty as a professional value, however, goes far beyond a mere listing of tasks; it relates to our missions and how we perform them. To live up to a high standard of duty, we inherently must know *what we should do*, oftentimes without direction from above,

and then we must have the inner courage to *do it well*, despite physical dangers or coercion. The uniforms we wear symbolize to fellow Americans that we are fully prepared to fulfill our duty in peace, crises, and war. Acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right, constitutes the essence of duty.

Selfless service, remains the third value stated in the Ethic, and it is closely related to duty. In a sense, selfless service gives ultimate meaning or value to our lives. What is best for the nation and the Army must come before our own personal interests or desires. A few months ago, in an article in *Soldiers*, I commented on the apparent conflict between ambition and selflessness. Ambition that is basically selfish and self-oriented tends to be destructive; ambition that is oriented to the benefit of others tends to be constructive. I stressed the ideal to which we all should aspire: the welfare of the nation, the Army, and the unit must come before our own.

Selfless service sets the priority for our performance of duty. Our first loyalty of course must always be to the Constitution and our nation.

General of the Army Douglas MacArthur, in a speech at West Point, painted a vivid portrait of duty and selfless service when he described soldiers of World War I. "bending under soggy packs, on many a weary march from dripping dusk to drizzling dawn, slogging ankle-deep through the mire of shell-shocked roads, to form grimly for the attack, blue-lipped, covered with sludge and mud, chilled by the wind and rain, driving home to their objective... and, for many, to the judgment seat of God." Faced with great adversity, these soldiers performed their duty and sacrificed for a cause beyond themselves.

Integrity is the final value of the Army Ethic. Integrity means honesty, uprightness, and the avoidance of de-

ception. Integrity is the jewel in the crown of character. The need for integrity in our society has been highlighted in the news by some recent lapses in ethical standards: people spying for personal gain, acting faithlessly and dishonestly, and misusing our resources. Integrity is the basis for trust; without trust, soldiers cannot willingly be bonded to and rely on each other in performing their missions. The same can be said for families. We must demonstrate integrity twenty-four hours a day in order to attain and keep the trust of the nation. At the same time, every member of the Army must be able to expect truthfulness from fellow soldiers, whether they are superiors, subordinates, or comrades. Thus, integrity

provides the personal foundation for the other values of the Army Ethic.

The Army Ethic sets the moral and professional tone for the Army in its service to the nation and inspires the sense of purpose necessary to preserve our institutions. I urge all of us to adopt the Army Ethic in our personal and professional lives; it will strengthen our values and guide us in the performance of our duty. Loyalty, duty, selfless service, and integrity are essential values for all soldiers and Army civilians. Together, they form the bedrock of our profession.

ARMY 1986-87 GREEN BOOK

October 1986

Vision and the Army of Today and Tomorrow

In the Book of Prophets it is written, "Where there is no vision, the people perish." This same adage holds true for the United States Army, especially in today's world where we face a hostile, changing environment and increasingly constrained resources. Vision, the ability to anticipate the course of future events, is what keeps the Army steady on the course as we build the military capability needed to meet the challenges of the twenty-first century. Even as we prepare for the future, the day-to-day readiness of the Army still remains our most important mission. The Grenada operation, successfully executed in the fall of 1983, graphically illustrates the war fighting possibilities we might face in the future. We were ready then, and we are ready now. Today's soldiers must be prepared to fight and win anywhere, anytime, and under any circumstances. The security of our national interests demands this commitment.

Three years ago, writing my first Green Book article as the new Army Chief of Staff, I discussed the concepts of organizational continuity and change, and I related a story about General Creighton W. Abrams, Jr. in which he once compared the sudden shifts in defense programs—caused by energetic officials in the Office of the Secretary of Defense—to the major course changes of an aircraft carrier. General Abrams said that the folks up on the bridge enjoyed giving the orders and feeling the wind in their faces, but the crew down below in the ship's hold only got wet.

Heeding the moral of General Abe's story, I felt that continuity was needed to maintain the overall integrity and well-being of the Army. Continuity of policies and programs would provide a sense of direction and purpose to our efforts and would build on the important work of my predecessors. On the other hand, frequent and unnecessary changes to departmental policies would only lead to wasted motion and turbulence. The New Manning System (COHORT and the Regimental System), initiated by General Meyer to improve combat effectiveness by reducing personnel turbulence and fostering unit cohesion, is a good example of program continuity.

Yet the Army leadership realized that change is necessary as the Army grows and responds to shifts in national priorities and objectives or meets the changes in the threat, technology, and other strategic imperatives. As the Army's chief uniformed steward, I have tried to ensure that we achieve a healthy balance between maintaining continuity and creating change. Our most fundamental intent has been to preserve our strengths while searching for better ways to improve our readiness and military capability.

Because of increasingly constrained resources, the Army's leadership knows that the momentum of our modernization programs will slow somewhat in the future as compared to the early 1980s. The provisions of the Balanced Budget and Emergency Deficit Con-

trol Act of 1985, better known as the Gramm-Rudman-Hollings Act, would have some negative consequences for our programs should deficit levels trigger the budget cutting effects of the Act. Some program kills, stretch-outs, and deferrals would occur. Thus, we will have to "tighten our belts" in this era of fiscal austerity and intensively manage our resources.

However, now is not the time for handwringing. Our readiness has substantially improved since 1980. The main reason that we are now in good shape is because we made a fundamental choice several years ago about the allocation of scarce resources between competing Army requirements. A key question had to be answered: Should we continue to ask Congress for end strength increases in the active forces as we seek to enhance the combat capability of our force structure—an expensive proposition indeed and unsupportable demographically over the long term—or should we devote more resources to other critical programs and build our war fighting capabilities by the use of technology, productivity enhancements and innovative methods?

The Army leadership decided to limit the strength of the active forces to about 781,000 soldiers and protect the programs that focus on readiness, essential modernization, and the quality of life for people, while providing a reasonable measure of sustainability. In essence, we chose to discipline our appetite for active strength increases by requiring that any changes to the force structure would be made only on a zero-sum basis. Instead of asking Congress for more soldiers, we decided that we would use the benefits of headquarters reductions, and technology and productivity enhancements to generate force structure improvements. This approach, along with the increased integration of the Reserve Components, has been a key element of our long-term strategy.

To date, the Army has been well served by this approach and a rigorous approach to building forces should work to our advantage as we cope with increasingly constrained resources in the future. We have initiatives underway that substantially upgrade the combat capability of our forces, including the addition of the seventeenth and eighteenth active and the tenth National Guard divisions. We have complemented this expanded combat capability with a steadily improving combat support (CS) and combat service support (CSS) force. Shortfalls have existed in our CS and CSS force structure since the end of the Vietnam War. While maintaining a balance of Army programs, we have taken substantial steps to meet the support needs of our war fighting commanders.

Improvements to long standing shortfalls take full advantage of all available resources to include increasing use of the Reserve Components in roles commensurate with their capabilities; using proven technology and adapting private sector methods to enhance productivity; cross leveling equipment; solidifying host nation support agreements and developing contingency contracts with civilian firms to perform support functions; and, ensuring that allocation rules and workload factors that establish the requirement for CS and CSS forces are justified. These enhancements give us a 28-division Total Army and substantially improve our deterrent and war fighting capability.

The world of today is now more dangerous than ever before. We see the growth of international terrorism, the spread of low intensity conflicts in the Third World, and the relentless expansion of Soviet influence in such countries as Afghanistan, Cuba, Nicaragua, Libya, South Yemen, Syria, and North Korea. The Soviets' substantial investment in the modernization of their armed forces—estimated to be from 15 to 17 percent of their GNP—facts the aggressive pace at which they deploy new strategic and conventional weapons. All of this means that peace and U.S. interests around the world continue to be threatened.

America's national military strategy calls for deterring potential hostilities across the full spectrum of potential conflict. This involves protecting our global interests and safeguarding the United States, its allies, and friends from aggression and coercion. The conflicts of this century—including the campaigns against terrorism, reaffirm that wars are ultimately fought to control land, people and natural resources. While all of our military services have the capability to influence these elements of national power, only ground forces—the Army, in particular—can exert decisive and lasting control over them.

In the nuclear era, landpower has become increasingly important to U.S. military strategy as a greater share of the burden of deterrence shifts to modern, conventional ground forces. The strength of our deterrence is manifested by forward stationed forces, integral to alliances, and by rapidly deployable forces that can move to troubled areas of the world so that they can influence events to our advantage. The Army, as a primary element of landpower, helps provide the nation a capability to deter wars before they start, to control them if they do start, and, ultimately, to terminate them on conditions favorable to our interests and those of our allies. If we are serious about raising the nuclear threshold, then we must strengthen our conventional defenses and our Army.

As Chief of Staff, my legal charge is to do everything possible to prepare the Army for military operations. This responsibility has required the Secretary of the Army and I, in concert with the Army's senior leaders, to make a number of tough decisions. In each case, we have had to balance, in the present and for the future, the four pillars of our defense posture: readiness, sustainability, modernization, and force structure. We must balance these long- and near-term programs from a global perspective, ever mindful of the *Defense Guidance* and the multi-dimensional threats to our national security.

While we have maintained the equilibrium among the four pillars—keeping readiness uppermost in mind—we have had to concentrate much of our energy on modernization. These two pillars are the guarantors of a healthy Army for the 1990s and beyond. The primary concern of the unified and specified commanders in chief and their component commanders is near-term readiness and sustainability. They are the war fighters, and they, of necessity, must be driven by the possibility of a war now.

The final balance of Army programs comes as we reconcile the competing demands for resources in the JCS "tank" and sessions of the Defense Resources Board. Wearing the hat of a Joint Chief, working in harmony with the other Chiefs, I have tried to prepare the Army, and the services in general, for the present and future demands of joint and combined warfare. This nation's military forces have improved greatly in recent years—a testimony to the decision-making and resource allocation processes that existed in the past and that are now being improved by legislative and executive action.

Today's Army is the best I have seen in over 35 years of commissioned service. It is a small Army. This is why we must recruit and retain high quality soldiers in our active Army as well as the Reserve Components, and why we must maintain balanced forces ranging from Special Operations Forces and light divisions, for rapid deployment worldwide, to heavier forces, which are essential for high intensity combat and the defense of NATO.

The Army must continue modernizing its forces to keep pace with the threat and with technological advances. Thanks to the American people and to the Congress, solid improvements have been made in recent years to the Army's military capability. If we are to maintain a high state of preparedness, our nation's commitment must remain steadfast and substantial. Continued

investment is necessary if our small Army is to be an Army of Excellence: one that is ready, responsive, and responsible.

The Secretary of the Army and I share a common vision of how the Total Army—Active, National Guard, Army Reserve, and Civilian components—should prepare for land combat, today and in the future. This vision outlines the Army's strategy for accomplishing its day-to-day business and keeps us steady on the course as we move into the next century.

The essential elements of the Army's vision are:

- First, to provide quality soldiers and strong families in the Active and Reserve Components
- Second, to field balanced, flexible, and modern forces that can fight and win across the entire spectrum of conflict.
- Third, to fight and sustain as part of joint forces (with our sister services) and combined forces (with our allies and friends), including the ability to deploy tactically and strategically anywhere in the world
- Fourth, to develop technology and productivity enhancements that increase the capability of our Army.
- Fifth, and last, to exercise strong stewardship over the human and materiel resources that are entrusted to us by our citizenry.

Let me touch briefly on each in turn.

Quality Soldiers and Strong Families A quality Army starts with quality soldiers supported by strong families. Along with my predecessor, General Meyer, I have placed abiding emphasis on soldiers and on those programs that enhance the spirit of the Army. We continue to make great progress recruiting and retaining first-rate soldiers and their families. Active Army accessions of high school diploma graduates—a key measure of quality—are up significantly since 1960, increasing from 54 percent to 91 percent in 1986. By comparison, about 75 percent of the nation's enlistment-age population has a high school diploma. National Guard and Army Reserve accessions of high school diploma graduates are also up significantly. They have increased from 56 percent in 1980 to 90 percent in 1986.

Another way we measure quality is to test the mental capacity of entering soldiers by the use of the Armed

Forces Qualification Test. The trends are excellent. Over sixty percent of our active Army recruits scored in the high test categories I to IIIA, which is well above our goal. Category IV accessions, the lowest acceptable test category, are about four percent, which is a historical low for the Active Army. The "all-recruited" Army is working superbly. Training and operational results prove it.

Since the last draftee entered the Army on 30 June 1973, over two million Regular Army recruits have taken the oath of service. Our top-notch recruiters are working harder and targeting better the recruiting manpower pool. In order to ensure our continued success, we must maintain the proper recruitment and retention incentives, such as assignment options, educational opportunities (G.I. Bill and the Army College Fund), and enlistment bonuses.

Retention trends are also healthy. In FY 1985, we achieved 101 percent of our reenlistment objective, and, so far in FY 1986, we have reenlisted 109 percent of our objective. These objectives meet our minimum manpower needs for the year and were achieved without increased resources.

At the same time that quality indicators have increased in the Active Army, rates of indiscipline have decreased. Drug offenses, AWOLs, crimes against property, and violent crimes are down significantly. Rates are at historical lows in most cases. We have also seen a significant decrease in the number of courts-martial imposed and the administration of non-judicial punishment under Article 15, UCMJ, reflecting the higher levels of discipline, education, and motivation of our soldiers.

We have made great strides towards providing an improved quality of life for our people and their families. These investments are important and far-reaching because they bear directly on our combat readiness. Fifty-four percent of our soldiers are married, and half of these spouses are members of the work force. We have over 1.2 million family members in our ranks, which includes seven hundred thousand children. Half of these children are under the age of six. If we care about readiness, we must take care of our people.

Substantial resources have been programmed for, and invested in, quality of life and family programs. For FY 1987, we are budgeting six billion dollars for our quality of life programs. We will continue to improve living and working conditions which meet a diverse set of needs, including barracks, family housing, child de-

velopment, maintenance and repair shops, hardstands, soldier and family services, and family medical care. The Army is working hard to take care of its own. As a result of such efforts, our Community and Family Support Center (CFSC) was selected as the federal recipient of the 1986 Public Service Excellence Award. This award recognizes CFSC's outstanding programs designed to improve the quality of life for the Army's soldiers, civilian employees, retirees, and family members.

These efforts are worth every dollar that we invest. Quality of life initiatives increase the commitment of soldiers to their jobs and to a more ready Army. *The better soldiers and their families feel about the Army, the better is Army readiness.* Our young people are "seed corn" for the future, and the Army cannot afford to lose them. They are the ones around whom we would expand the size of the Army in the event of a major crisis. Also, we cannot afford to lose our more senior NCOs—the "backbone" of today's and tomorrow's Army—because that would mean a loss of leadership and experience that would take years to recover. People are "stage center" in today's Army, and we must keep them there. We will need the continued support from Congress and the American people to maintain this quality force.

Balanced, Flexible, and Modern Forces. Quality people deserve quality equipment, particularly when we will be outnumbered on future battlefields by our potential enemies. A key improvement to our military capability is modern equipment for the active and reserve forces. Modernization means both enhanced readiness and sustainability which provides a more lethal capability on the battlefield and better reliability rates. The modernization of our Army is the only assurance that, now and in the future, we will be prepared for the many challenges we may be called upon to meet. Modernization is our number-one management challenge because it means a decade of change and turmoil as we field new systems. It is a price we must pay, but the long-term benefits are well worth the short-term costs.

Through FY 1986, Congress will have authorized the Army to procure 5,000 Abrams Tanks, 3,700 Bradley Fighting Vehicles, 1,600 Apache and Black Hawk Helicopters, 350 Multiple Launch Rocket Systems, and many other new items of equipment. We are achieving a healthy balance between new equipment (such as M1 tanks and Bradley Fighting Vehicles) and "product-improved" equipment (such as M60A3 tanks and M113A3 personnel carriers). This is a reasonable, cost-effective approach to modernizing our equipment that meets the threat and enables us to take advantage of improved technology.

We have accomplished much, but much remains to be done. The Army's modernization program started three to four years after those of the Navy and Air Force. Basically, only one-third of our units are modernized, so we must finish the job that we started. Rebuilding the Army means rebuilding the core strength of American landpower. The nation's security cannot afford an attitude of complacency or naiveness about its defense programs.

We are committed to the Total Army. The FY 87 budget proposes a strength for the Selected Reserve that will exceed that of our active forces, giving us a Total Army composed of well over 1.5 million military personnel. Not included in this number are over 300,000 Individual Ready Reservists. The Reserve Components are getting resources commensurate with their ever-increasing responsibilities. They provide 50 percent of our combat battalions, 60 percent of our combat support, and almost 70 percent of our combat service support. They get "top-of-the-line" simulators, take part in exercises with active forces overseas, and train at the National Training Center, Fort Irwin, California.

The Reserve Components are also getting full-time specialists and technicians to support their equipment modernization and to help prepare them for mobilization and deployment. This year, the National Guard and Army Reserve will get about 2.1 billion dollars worth of additional equipment, including the new M1 and the fully modernized M60A3 tanks. The Total Army Equipment Distribution Program provides equipment to both the Active and Reserve Components based on the guideline: the "last to fight, is the first to be equipped."

Beyond equipment, we are modernizing the organization of our Army, giving it better balance, making it more flexible, and increasing its combat power. Our heavier forces—mechanized and armored divisions—remain oriented towards Central Europe and the NATO commitment. Our lighter forces, such as the airborne and air assault divisions, and especially the Army's new light infantry divisions, have increased our strategic flexibility and deployability.

"Lightening the force" enhances our ability to deter war. "Light" deployability is deterrence. The light infantry divisions, along with our improved Special Operations Forces (Special Forces, Rangers, Psychological Operations, Civil Affairs, and SOF Aviation), give the National Command Authorities the options needed to handle all challenges, especially low intensity conflicts, the most likely type of warfare expected in the future. Today, the Army is clearly more relevant to our times.

Finally, we are modernizing our doctrine. Since its promulgation in 1982, the U.S. Army's fundamental combat operations doctrine—termed "AirLand Battle"—in recognition of the inherently joint nature of modern warfare—has stimulated much discussion about the dimensions of military power. AirLand Battle's major contributions to American military thought are the reintroduction of the operational art as a focus of military activity between tactics and strategy, and the unified view of the battlefield which transcends services, echelons, and national military components. Field Manual 100-5, *Operations*, recently revised, is the authoritative statement of this doctrine. It provides the general guidelines that Army units would use to fight on the modern battlefield and reflects the maturation undergone by our doctrine.

Joint and Combined Operations "Jointness" is vital to success in combat. If we had to go to war tomorrow, we would go jointly. We would go on someone else's ships and on someone else's aircraft. Someone else would "see deep" for us when the battle is joined. The Army, by virtue of its business, has to be the most joint of the services.

By law and necessity, as a member of the Joint Chiefs of Staff, I have spent a great deal of time on joint matters, including crises such as Grenada, Libya, and terrorist attacks against our interests and those of our allies. Based on the experience gained from having spent fifteen of the last eighteen years in joint assignments, I have worked to harvest the benefits of the joint dimension.

While supporting the efforts of the Blue Ribbon Commission on Defense Management (Packard Commission) and the Congress, I have urged caution with regard to reform. As we have worked with the Secretary of Defense to make major improvements in our military system and its organization, I have always supported evolutionary changes rather than revolutionary ideas that are inherently risky.

This general philosophy led me in May 1984 to institute with General Gabriel, the former Air Force Chief of Staff, the Joint Force Development Process. We have implemented over 80 percent of the 35 Army-Air Force initiatives that resulted from this intensive examination of U.S. Services' strengths and weaknesses. The result has been roughly a billion dollars of near-term cost avoidance. The objective remains to develop complementary rather than duplicative capabilities, to fill voids in our war fighting capabilities, and to increase total force effectiveness in direct support of the war fight.

ing commanders in chief. We have broadened participation in the process to the point that the Navy is now a full partner.

Technology and Productivity Enhancements. Even though the end strength of the active Army has remained fixed, the combat capability of the Total Army has increased substantially through the use of technology, productivity enhancements, and innovation. In the Active Army, since FY 1980, we have created 29 additional combat battalions through FY 1987, with 21 more programmed between now and FY 1991. We have "grown" almost a like number of combat battalions in the Reserve Components.

The use of productivity enhancing technology is an especially promising substitute for manpower-intensive operations. For example, Mobile Subscriber Equipment—tactical cellular telephones—and Joint Tactical Communications (TRI-TAC) should save us about 5,000 communication active military authorizations on future battlefields while substantially enhancing our ability to communicate. By harnessing technology we can convert support manpower to combat power. The potential of these enhancements is enormous if we are smart enough to capitalize on them.

Organizational modernization saves manpower too. We are building more and smaller units, with more combat capability. The aviation attack battalion is an example of a smaller unit—equipped with modern, technologically advanced AH-64 Apache helicopters and manned with improved command and control headquarters—that has significantly improved the Army's combat capability. The Combat Field Feeding System and the use of Meals-Ready-To-Eat (MREs) should save us about 3,400 spaces. Also, our Logistics Unit Productivity Studies of forty-seven different units shows that we can reduce mobilization manpower requirements by about 30,000 spaces. Up until now, many of these units were staffed in accordance with logistic assumptions based on World War II experiences.

Headquarters' reductions of manpower have produced spaces for conversion to combat power. For example, Headquarters, Department of Army reduced its size last year, taking a cut of 3 percent. Civilian substitution and contracting along with host nation support and contingency contracting have also enabled us to conserve combat support and combat service support manpower.

Building and equipping forces while still maintaining a quality Army means that, as was stated earlier, we

must capitalize on productivity enhancing technology and innovative ways to perform our missions. This approach demands a willingness—and the courage—to champion new ideas and take prudent risks. The payoffs are worth the effort. These initiatives that I have described have allowed the force structure changes for our two new light infantry divisions.

Investing wisely in research and development will allow us to capitalize on the "tiger of technology," at least that we must ride lest we fall off and be eaten. As I mentioned, technology can substitute for combat support and combat service support manpower, but we must harvest these gains and drive them back into our combat capability. These successful endeavors are the only way we can keep pace with a rapidly changing, sophisticated threat and dwindling resources. Research and development provide leverage for the future and are vital for the development of high-tech systems that will allow us to execute AirLand Battle doctrine.

Stewardship. As we have improved our military capability in terms of people, equipment, force structure, doctrine, training, and support, we have become better stewards of the resources entrusted to us. Stewardship is a key issue in the eyes of the American public. Nothing less than the public's confidence and trust in our ability to prepare the nation's defenses are at stake.

Our procurement practices are much improved. We have appointed competition advocates throughout the Army to promote competition, drive down prices, improve product quality, and reduce acquisition lead time. Last year, 46 percent of our contract dollars were awarded competitively. This year our goal is 50 percent and we are close to it now. Along these same lines, multi-year procurements—where we can let contracts for more than one year—create economies of scale and reduce costs substantially. We must give the American taxpayer the most benefit for every dollar invested.

Leadership is the essential element of readiness and stewardship of the force. The human dimension is always critical in battle and the demands of modern warfare make the development of competent leaders during peacetime even more important. During the past several years, we have studied in an unprecedented way virtually all aspects of our professional development systems for officers, warrant officers, NCOs, and civilians to ensure our leaders are properly trained, educated, and professionally developed. Implementation of the study recommendations will improve the quality of Army leadership for years to come.

We know our leaders are doing a good job because those who leave today's Army say the Army was a good place to be. A recent Army Experience Survey of soldiers leaving the service indicated that the Army was valuable for building self-esteem, self-confidence, independence, job skills, and leadership. A large proportion of those surveyed have joined the reserves and are willing to serve as Army alumni. The stewardship of people is every bit as important as managing technology and materiel.

So, we have a vision and its fulfillment is underway. A final area that helps us remain steady on the course is our annual theme.

The Army Theme Each year we choose a corporate theme as a way to focus attention on issues important to our Army. Previous themes have included the concepts of "Victory," "Physical Fitness," "Excellence," "The Army Family," and "Leadership." These themes are not abandoned at the end of the theme year. Rather, they are continued, providing a steady flow of ideas and programs that influence how we do our business. Each one contributes directly to the Army's combat readiness.

This year's theme is *Values*. The reason is self-evident. Lately, we have seen too many people willing to debate their patriotism and fidelity for profit, and we have heard too many allegations of waste, fraud, and abuse by contractors and military procurement folks. I want to emphasize the importance of values in today's Army in order to strengthen them.

Values are what we, as a profession, judge to be right. They are more than words—they are the moral, ethical, and professional attributes of character. The character of a soldier is vitally important to the way he carries out his professional duties in peace and war. Character is what enables us to withstand the rigors of combat or the daily challenges that might tempt us to compromise our principles.

Strengthening values will enable us to strengthen

- our own character or our inner self,
- our bonding to others, to our family, and to our unit, and
- our commitment to a purpose beyond that of

ourselves; that is, to our profession, to the Army, and to our nation.

The Total Army has a professional ethic that establishes the context of our service to our country. Loyalty, Duty, Integrity, and Selfless Service are the hallmarks of professionalism for those who serve in today's Army. Within each soldier and Army civilian, we want to inculcate a sense of commitment, competence, candor, and courage. These individual values, along with the Army Ethic, are our core values. They are the bedrock of our profession.

Do we have people in today's Army that will embrace these professional values? You bet we do! A young platoon sergeant from the 101st Airborne Division (Air Assault) recently talked about values this way:

I entered the Army when I was seventeen. I came in with a strong emotional feeling because my brother was killed in Vietnam. The Army has given me a lot of training, education, and experience. It has shaped and molded the values in me, teaching me a lot of things about the ins and outs of life. I've given a lot, but I've learned a lot too.

That's what America is all about: working hard, giving up something to get something else. If I wasn't here or didn't want to fight for my country—who would do it? I'm an infantry soldier, and I will fight if necessary. That's the way I was brought up and reared, and that's the way I believe today. Until the day I die, I will be ready to fight for the American flag.

No one could say it better. We have an extraordinary responsibility to provide the kind of leadership that gives direction, maintains steadfastness of purpose, and capitalizes on the resources entrusted to us—human, materiel, or otherwise. The security of this great nation depends on us. We in the Army know that the human spirit is what really counts, and our challenge is to grow that spirit to its fullest. It is this soldier and countless like him, who are willing to "fight for the American flag" until the day they die, that will carry the day on future battlefields. They will safeguard the blessings of liberty for us and our children, and they will maintain the peace with freedom for generations to come. Why? Because that's the American way of life—and it's worth fighting for.

Address at the ASSOCIATION OF THE UNITED STATES ARMY LUNCHEON FOR THE SERGEANTS MAJOR

Sheraton-Washington Hotel
Washington, DC
Monday, 13 October 1986

The Army Ethic and the Non-Commissioned Officer

It is a pleasure to be with you at this luncheon. The AUSA Annual Meeting provides a great opportunity to renew friendships, to gather new ideas, and to cement those special bonds that exist among soldiers—bonds forged by service to our great nation.

I always look forward to this luncheon. It's a professional and personal boost to be here with you sergeants major, commanders, and soldiers.

I don't intend to go on and on today, but since this will be my last such speech to you as Chief of Staff I want to leave a message that I hope will serve you in the future. I will save my policy address for the annual luncheon tomorrow; today I want to talk about leadership and values.

Those of you who were here last year will recall that I talked about the role of the sergeant major as a standard-bearer. I pointed out that, although we no longer carry our colors into battle to rally our units, by tradition we entrust the responsibility for their safeguarding, care, and display to you the senior NCOs of the Army. Symbolically, then, by that charge, we have placed in your hands the spirit of the Army through the regiments those colors represent.

You sergeants major, and the NCO Corps you represent, are the backbone of the Army and the true standard bearers of leadership. I hold you responsible for setting and maintaining standards of personal and professional excellence in your units. Today I will add further "challenge" dreamers to your colors as I discuss the individual values of the Army Ethic.

The "Year of Army Values" is drawing to a close. I will be depending on you sergeants major to continue the momentum we've built up as we move into the future. Every year must be a year of Army values as every year must be a year of physical fitness and the family. With this in mind, I want to charge you to make the Army Ethic your own personal ethic and then bequeath it to our next generation of soldiers.

As you all know, the Army Ethic consists of four values: loyalty, duty, selfless service, and integrity. The refinement of our ethic and the return to the core values that are the hallmarks of the military profession are tangible results of our focus this year on the theme of values. We must catch these values in our human net, live them, and then pass them on by example and by mentoring.

Character needs to be developed in peacetime, because it will be tested in the crucible of war. The same can be said for developing today the basic skills our soldiers need for tomorrow. We can't wait until the bullets begin to fly and the smoke begins to roll to concern ourselves with the character of those we lead. As we order our soldiers into battle, we must know in our hearts that they understand what's right.

We have the unique opportunity to touch the lives of our soldiers and make the Army Ethic a permanent part of their lives. That should be our legacy as leaders. We receive 135,000 recruits into the Army every year. These are quality young people, highly educated, and motivated by patriotism and a desire to better themselves by their service.

Your senior Non-Commissioned Officers are in the trenches and garrisons with them. They look up to you for inspiration and for examples of professional competence. They are looking at you when they must and, perhaps more importantly, when you don't expect it.

Values are intangible. While we cannot see or touch them, we can sense solid values in others. They, in turn, can sense them in us. Our actions always shout volumes about our character. Consequently, your actions and your standards will make professional values live in the Army.

The first value of the Army Ethic is loyalty. Loyalty is, quite simply, faithfulness or fidelity. We must be loyal to the unit, the institution—the Army—and to the soldiers above, alongside, and below us. The ancient

Chinese philosopher of war, Sun, Tzu, said the "He will win . . . whose Army is animated by the same spirit throughout all ranks." Loyalty is that spirit. It is the cement that holds together the unit and the chain of command.

As a leader and as Chief of Staff, I have tried to establish a climate of command that strengthens cohesion, fosters the exchange of ideas, and builds trust. Trust is the cornerstone of loyalty. If our subordinates, comrades, and superiors trust us, loyalty follows easily.

For me, the notebook—the type that saved my life when I was wounded in Vietnam—is a concrete symbol of loyalty. I carry one with me everywhere I go. When a soldier raises an issue or voices a complaint that needs to be checked out, I write it down so that he sees that I have heard him. I have made a written commitment to that soldier and myself to get to the bottom of the issue he raised. This commitment dictates that I follow through—that I find an answer. That's loyalty down.

Each of us also has an obligation to be loyal up as well. We are being loyal to our superiors when we write down what they say. The decision-maker above us has a greater burden on his shoulders than we do. He has pressures, information, and marching orders that we generally have no way of knowing. He has more pieces of the "big picture"; he has to set a priority among competing claims. He has to strike a balance between the needs of the present and those of the future.

The relationship that exists between the commander and his command sergeant major is one of the most important in the Army. You senior NCOs must give your commanders advice and recommendations that enable them to make the best decisions possible. It is in the stage where information is being gathered that you can make your greatest contribution. Your reasoned recommendations may influence a good rather than a bad decision. When the decision is made, loyalty will guarantee that it stands up.

I caution you against allowing your loyalty to be misguided. Sergeant Major of the Army Morrell and I look to you to help us improve the quality of the NCO Corps from within. You must police your own ranks. Don't expect the system to do it for you. You should feel no loyalty to NCOs who are letting you and the Army down by failing to measure up to the standards. The team of the commander and command sergeant major must develop a climate of command that fixes responsibility, sets standards, and fosters loyalty.

The second value in the Army Ethic is duty. Duty includes the concept of personal responsibility. The practice of duty is a traditional hallmark of professional soldiers. Quite simply, duty is knowing what needs to be done, and doing it to the best of our God-given talents.

A broader concept than personal responsibility, duty more closely relates to our moral and legal obligations as citizens and as soldiers sworn to defend the United States. General George S. Patton, Jr., wrote about the importance of duty before the landings in North Africa in 1942: "If I do my full duty, the rest will take care of itself."

Sometimes when duty is mentioned, soldiers naturally think only of the First Sergeant's duty roster or guard duty. Duty as a professional value, however, goes far beyond a mere listing of tasks; it relates to our missions and how we perform them. To live up to the high standards of duty, we inherently must know what we should do, oftentimes without direction from above. Then we must have the inner courage to do it well, despite physical dangers or coercion.

The uniforms we wear symbolize to fellow Americans that we are fully prepared to fulfill our duty in peace, crises, and war. Duty must be second nature. The response to its call must be a reflex so that we can overcome the fear of death and the pain of wounds or torture. The essence of duty is acting in the absence of orders or direction from others, based on an inner sense of what is morally and professionally right.

An aspect of duty that I want to touch on with you is your responsibility to be accountable for safety. I always tell the battalion and brigade commanders at the Pre-Command Course that they must be their own safety officers. I consider myself the Chief Safety Officer for the Army. I earnestly hope that my personal involvement has helped to reduce the number of aviation and ground accidents. In 1986, for example, we had the fewest Class A aircraft accidents of the history of Army aviation.

Commanders depend on you to make safety the highest priority program in your units. Your NCOs are the final enforcers of safety standards. Help your soldiers develop the "sixth sense" of safety that all of us try instinctively to practice as parents. We must train rigorously but safely in peacetime so that we conserve our most precious resources—our soldiers and their equipment. If we take care of our soldiers, they will then be able

to do their duty in combat, where, by the way, safety is just as valuable as in peacetime

Selfless service is the third value of the Army Ethic, and it is closely related to duty. What is best for the nation and the Army must come before our own personal interests or desires. Selfless service gives ultimate meaning or value to our lives.

An ancient Athenian oath set the standard for selfless service: "I will not disgrace the soldiers' arms, nor abandon the comrade who stands at my side, but whether alone or with many, I will fight to defend things sacred. I will hand down my country not lessened, but larger and better than I have received it."

A few months ago, in an article in *SOLDIERS*, I commented on the apparent conflict between ambition and selflessness. Ambition that is basically selfish and self-oriented tends to be destructive; ambition that is oriented to the benefit of others tends to be constructive. I stressed the ideal to which we all should aspire: the welfare of the nation, the Army, and the unit must come before our own. Selfless service is the priority for our performance of duty. Our first loyalty, of course, must always be to the Constitution and our nation.

General of the Army Douglas MacArthur, in a speech at West Point, painted a vivid portrait of duty and selfless service when he described soldiers of World War I:

Blending under soggy packs, on many a weary march from dripping dusk to drizzling dawn, dogging ankle deep through the mire of shell shocked roads, to form grimly for the attack, blue tipped, covered with sludge and mud, chilled by the wind and rain, driving home to their objective, and, for many, to the judgement seat of God.

Faced with great adversity, these soldiers performed their duty and sacrificed for a cause beyond themselves.

Integrity is the final value of the Army Ethic. Integrity means honesty, uprightness, and the avoidance of deception. It is an uncompromising adherence to a code of moral values. Integrity is the jewel in the crown of character.

The need for integrity in our society has been highlighted in the news by some recent lapses in ethical standards: people spying for personal gain, acting faithlessly and dishonestly, and misusing our resources. Integrity is the basis for trust, and, as I said earlier, trust is the cornerstone of loyalty.

We must demonstrate integrity twenty-four hours a day in order to attain and keep the trust of our comrades in arms and the nation. At the same time, we must be able to expect truthfulness from fellow soldiers, whether they are seniors, subordinates, or comrades. Our word must be our bond.

The German philosopher of war, Karl von Clausewitz wrote: "If the mind is to emerge unscathed from the relentless struggle with the unforeseen, two qualities are indispensable: first, an intellect that, even in the darkest hour, retains the inner light which leads to truth, and second, the courage to follow this faint light wherever it may lead." Integrity is the commitment to that faint light of truth. From the character of our soldiers we forge the moral shield of the Army.

We must practice integrity as we identify soldiers for advancement or for recognition. We must reward and promote soldiers based on merit and on their potential for future service. We must never play favorites. We must guard against the use of "old boy" networks in the officer and NCO Corps that undercut our established systems. We have extremely perceptive soldiers in the Army today. You will never be able to hide cronyism from them. Always be above board with your subordinates. Let integrity guide your daily lives.

The Army Ethic sets the moral and professional tone for the Army in its service to the nation and inspires the sense of purpose necessary to preserve our institutions. We must all adopt the Army Ethic in our personal and professional lives; it will strengthen our character and guide us in the performance of our duty.

In closing, let me share a letter from an Army family who lost their son in the crash at Gander, Newfoundland.

We have all lost loved ones, but the death of a child seems especially hard. Alex died in his twenty-first year.

We want [our children] to know what we know (despite their determination they absorb the values we treasure). We see them grow and reach, and in seeking, they will find what we seek.

Alex joined the Army to learn how to live by others' rules.

Alex was so young, with such promise. We could see in him the man he was to be.

come someone to be proud of, someone of principle and honor.

If his death has a meaning, it may be to cherish our children, that life is not forever, and now is the time to love.

This nation and its families entrust their sons and daughters—like Alex—to our care. We accept the awe-

some responsibility of shaping their lives, of teaching them, and of asking them to be prepared to die. Teach them well. Help them to catch the values of the Army: Ethic, loyalty, duty, selfless service, and integrity. Together, these values form the bedrock of our profession—a profession whose future is very much in your capable hands.

Thank you.

Address at the ASSOCIATION OF THE UNITED STATES ARMY ANNUAL MEETING

Sheraton Washington Hotel
Washington, DC
14 October 1986

Ste .dy on the Course

Distinguished guests, corporate members, ladies and gentlemen: Ann and I are privileged once again to attend this great Annual Meeting. Thank you for the opportunity to talk directly with so many of the nation's business, civic, and military leaders. Your solid support and wise counsel over many years are highly valued.

Today is my last report as Chief of Staff. I'm proud to say that our Army—the smallest Army in many years—is a good Army and, with the continued support of Congress and the American people, we can be a great Army—one that is capable of executing its role as the mainstay of American landpower.

The strong voice of ALUSA continues to be extremely important in keeping the public and Congress informed about the state of today's Army. On behalf of the Total Army family—Active, Reserve, and civilian components, and our retired community—I thank the ALUSA leadership, including its many chapters worldwide, for their efforts in building support for the Army, our soldiers, and their families.

Readiness is our number one task, and we, as a nation, must keep up our guard. Now is not the time for complacency about national defense.

A famous economist once figured out how we can get enough money to fund the defense programs we need. More complacency, taxable

buy security "on the cheap." Thirteen years ago, before this audience, General Abrams warned,

The price of unpreparedness is always paid, again and again, in lives and in blood. The less prepared we are, the more useful our thinking, and the greater the costs of war when it comes.

The inescapable truth is, our Army can be no better than the American people want it to be.

As our citizens give us their sons and daughters of high quality, then the Army will be of high quality. As they give us the means to build a modern and capable force, then the Army will be able to help secure peace with freedom, and.

As they demonstrate a strong will as a nation, then the Army will be there when needed. We are America's Army—and we can be only what the American people want us to be. It is my prayer that our people will always remember: freedom is never free.

Three years ago, in my first Green Book article as Army Chief of Staff, I wrote about organizational continuity and change. I also told a story I witnessed about that great Chief of Staff, General Abrams. He compared the sudden shifts in defense programs—caused by energetic officials—to the major course changes of an aircraft carrier and their effect on the military services. General Abrams said,

There are no discount prices for deterrence; you can't

Folks up on the bridge engaged giving the orders.

and feeling the wind in their faces, but the crew down below in the ship's hold only got seasick.

During my stewardship I've tried to heed the moral of General Abe's story and achieve a healthy balance between maintaining continuity and creating change. Our most fundamental intent has been to preserve our strengths while searching for better ways to improve our readiness and military capability.

For example, we've built solidly on General Meyer's COHORT and regimental initiatives, trying to improve combat effectiveness by reducing personnel turbulence and fostering unit cohesion. These initiatives have been very successful.

Yet, where change was necessary—because of the threat, technology, or other strategic imperatives—we have tried to develop prudent courses of action that made sense and helped make the Army more relevant to the times.

Today, an inescapable factor in our planning is the reality of fewer resources—the sunshine days are over. The momentum of our modernization programs will slow considerably as compared to the early 1980s. Next year we will buy less M1 tanks, B1Vs, and AH-64 Apaches. The Congress also may mandate reductions in officer strength for all the services—a matter of deep concern to those of us in the Army because we will lose mature leaders and combat experience.

Understandable concern over federal deficits hangs over Congressional budget deliberations, and decrement drif has cut substantially our five-year programs. Some program kills, stretch outs, and deferrals are required as we "tighten our belts" in this era of fiscal austerity. If we don't do this wisely we shall unbalance Army programs. In the process of making these program decisions, we're ensuring that we don't mortgage the future for my successors.

While we recognize fiscal belt-tightening for the future, at the same time we must take note of the substantial progress of recent years. Readiness has substantially improved since 1980. We've made the most of our resources by brooding the strength of our Active forces to about 781,000 soldiers and protecting the programs that focus on readiness, essential modernization, and the quality of life for payee. At the same time, we have provided a reasonable measure of sustainability.

If we have eyes that see, the world today should give us no basis for complacency. We see the growth of in-

ternational terrorism, the spread of low intensity conflicts in the Third World, and the relentless expansion of Soviet influence in such surrogates as Afghanistan, Nicaragua, and North Korea.

America's national military strategy calls for deterring hostilities across the full spectrum of conflict. In this era, landpower has become increasingly important to U.S. military strategy as a greater share of the burden of deterrence shifts to modern, conventional ground forces. The Army's contribution to deterrence is reflected in

forward stationed forces, integral to alliances, and,

rapidly deployable forces that can move to troubled areas of the world so that they can influence events to our advantage.

If we are serious about maintaining a credible deterrent and raising the nuclear threshold, we must enhance the strength of our conventional defenses and our Army. I applaud AUSA's efforts to revitalize the case for landpower. Now is the time for action. The Army needs more resources to fulfill the missions entrusted to it and to take care of our superb soldiers and families.

In the Book of Proverbs it's written: "Where there is no vision, the people perish." The vision and a quality Army start with quality soldiers supported by strong families. We continue to recruit and retain first-rate soldiers and their families. Active Army accessions of high school diploma graduates are up from 54 percent in 1980 to 91 percent in 1986. By comparison, only about 75 percent of the nation's enlisted age 18 population has a high school diploma.

Retention trends in the Active Army are also healthy. In FY 1986, we reenlisted over 100 percent of our goal. At the same time that quality indicators have increased in the Active Army, rates of discipline (drugs, property and violent crimes) have decreased to the lowest levels in Army history. Category IV accessions, the lowest test category acceptable, are at historically low levels (three percent).

The "all recruited" Army reflects credit on the Army and people. Training and operational results prove it. Since the last draftee entered the Army on 30 June 1973, over two million regular Army recruits have taken the oath of service. What's the secret? Top-notch Army recruiters are working harder and targeting better the recruiting manpower pool. Highly educated young people are inspired by patriotism and a desire to better themselves in the Army. They want to be all they can be. To continue this success, we must maintain the proper recruitment and retention incentives, to include

-Assignment options, educational opportunities (G.I. Bill and the Army College Fund), and, enlistment bonuses. *The new G.I. Bill and College Fund are the best recruiting tools we have — so say the recruiters.*

-An Army-unique advertising campaign, balanced with joint advertising, is also very important. To the extent we move away from Army advertising, our recruiting will suffer.

The quality of life for our people and their families continues to improve in lasting and concrete ways. These improvements bear directly on our combat readiness. Fifty-four percent of our soldiers are married, and half of their spouses work. We have over 1.2 million family members in the Army. Almost seven hundred fifty thousand of them are children, and half of these are under the age of six. *With these realities, readiness and caring for people must go hand-in-hand.*

In FY 1987, eight billion dollars is budgeted for programs which range from family housing, and child development centers to hardstands and maintenance repair shops. Every dollar is worth it. *The better soldiers and their families feel about the Army, the better is Army readiness and retention of quality.*

Caring about people pays off in other ways, too. For example, we can be proud of the progress in Army safety and in suicide prevention.

-In safety, accidental injuries, ground accidents (including combat vehicles), privately-owned vehicles, and, especially important, Army aviation accidents are down significantly. This year, major aircraft accidents fell to a rate of less than 2/100,000 hours — *the best rate in the history of Army aviation.*

-In suicide prevention, last year the Army's suicide rate was slightly above the national average. Today, the trends are very positive. Command emphasis and a caring attitude are making a difference! The Army's innovative approaches lead our society here.

A second element of our vision is to field balanced, modern, and ready forces that are trained to fight and win across the entire spectrum of conflict. Quality people deserve quality equipment like the Abrams tank, Bradley Fighting Vehicle, Apache Helicopters, Multiple Launch Rocket Systems, and Special Operations equipment.

Early next year, we're even fielding a new multi-purpose bayonet, one that has significantly increased

utility for our soldiers. The Army established clear requirements, allowed industry to respond with full competition, and fielded quickly an important piece of infantry hardware. *In field testing, this bayonet was the clear choice of the user — our soldiers.*

We have accomplished much, but much remains to be done. At the moment, only one-third of the units we plan to modernize have their new equipment. Lest we forget, our programs started three to four years after those of the Navy and Air Force. The Congress and the American people must provide continued support if we are to overcome the empty years of the 1970s.

We are committed to the Total Army concept. The National Guard and Army Reserve provide 50 percent of our combat battalions, 60 percent of our combat support, and almost 70 percent of our combat service support. Some say this is too much dependence, but I say it is about right given our historical reliance on the Reserve Components and the enormous progress they have achieved in readiness as well as overall combat capabilities.

The FY87 budget proposes a strength for the Selected Reserve that will exceed that of our Active forces, giving us an Army of well over 1.5 million soldiers, excluding over 300,000 in the IRR.

Equipment is provided to both the Active and Reserve Components based on the guideline: the "first to fight, is the first to be equipped." In four years, the RC will have received over six billion dollars of equipment; and, in FY88, they'll receive another "2-plus" billion dollars worth. We've made great progress, but there's more to do. As of this year, the RC equipment shortfall is about 11 billion dollars. Despite their shortfalls, the Guard and Reserve have made substantial improvements, particularly in the past decade, and they are more ready than ever before.

Beyond equipment, we are modernizing the organization of our Army, giving it better balance and increasing its deterrent and warfighting capability. We've added the 17th and 18th Active divisions and a 10th National Guard division, giving us 28 divisions. Our heavier forces remain oriented towards the NATO commitment and their combat capabilities continue to improve with modernization and sustainment. Our lighter forces (such as the Airborne and Air Assault divisions), and especially the Army's new light divisions, have increased our strategic flexibility and deployability.

We have just completed the certification of the light infantry division concept with the 7th ID(L), at Fort Ord.

It was the most intense scrutiny ever given an operational concept. Refinements are called for, to be sure, but, the bottom line is: the light division concepts are sound!

These light divisions, along with our improved Special Operations Forces, give the National Command Authorities the options needed to handle all landpower challenges, especially low intensity conflicts, the most likely expected in the future. *With increased balance in our structure, the Army is now more relevant to the times.*

Our forces also are better trained than ever before:

- Schools and educational systems are improved.

- Technology-based training devices, simulators, and simulations are revolutionizing the way soldiers and units train, and.

- New courses—like the "Sapper" Leader courses and "Light Fighter" courses—have reinvigorated our training of young leaders

Reserve Component training—including CAPSTONE, overseas deployment, and JCS exercises—has better prepared National Guard and Army Reserve units to execute their wartime missions. And, for both the Active and Reserve Component forces, the National Training Center has provided the finest combat training experience that is found anywhere in the world.

The sustainment of our forces has improved substantially in recent years

- Although procurement has been a slow and costly process (one day of worldwide supply costs \$2 billion) our war reserve stocks of munitions, major end items, and secondary items have increased significantly and will continue to increase.

- POMCUS stocks have doubled; and

- Medical support capabilities have improved, to include the acquisition of over 1000 new combat field hospitals (\$1.4 billion) by FY 1991

We have complemented this expanded capability with a steadily improving combat support and combat service support force, gradually correcting shortfalls in our CS and CSS structure that have persisted since the end of the Vietnam War. For example, we have

- Increased host nation support and contingency civilian contracts.

- Reduced critical support equipment shortfalls by procurements or by cross leveling equipment among units.

- Increased CSS authorized personnel spaces, and ensured that allocation rules and workload factors that establish the requirement for CS and CSS forces are justified.

- Invested in logistics productivity initiatives, and

- Generally protected our CS/CSS investments despite decrements of \$66 billion in the five-year program since last summer

Of course balancing modernization, readiness, and sustainability requirements involves some difficult trade-offs, but the Army is committed to improving sustainability and enhancing CS and CSS capabilities

We are also modernizing our doctrine. The U.S. Army's fundamental combat operations doctrine—"AirLand Battle"—reintroduces the operational art as a focus of military activity between tactics and strategy, and it provides a unified view of the battlefield which transcends the separate services

"Jointness," the third element of our vision, is indispensable to success in combat. If we had to go to war tomorrow, we would go jointly. All the services must be prepared to deploy tactically and strategically and conduct combined operations with our allies.

By law and necessity, as a member of the Joint Chiefs of Staff, I have devoted substantial effort to joint matters. Based on the experience gained from having spent fifteen of the last eighteen years of my service in joint assignments, I have worked long and hard to "harvest the benefits of the joint dimension."

While supporting the efforts of the Packard Commission and the Congress, I have urged caution with regard to reform. The Chiefs have worked closely with the Secretary of Defense to make major improvements in our military system, and the legislation that was recently enacted into law should strengthen the overall defense apparatus, providing that we implement the law wisely.

General Gabriel, the former Air Force Chief of Staff, and I instituted the Joint Force Development Process

in May 1984. We recognized early on that our services needed to improve joint operations—and we have done that. Nearly seventy-five percent of the thirty-seven Air Force-Navy-Army initiatives have been implemented. Just four of these resulted in roughly a billion dollars of near-term cost avoidance. Future benefits will be of incalculable value in cost avoidance and improved AirLand combat capabilities.

A key part of our long-term strategy has been to develop technology and productivity enhancements, a fourth element of the vision, to "grow" additional combat capability while maintaining a constant end strength for active forces. For the Active Army, we've "grown" 29 additional battalions. In this decade, we will build over 40 combat battalions. This is where our two new light divisions came from. We have "grown" almost a like number of combat battalions in the Reserve Components.

Essentially we're converting low priority support manpower into combat power.

For example, use of palletized loading systems should save about 5,000 spaces.

The combat field feeding system and use of MREs is saving about 3,400 spaces, and.

Mobile Subscriber Equipment and Joint Tactical Communication (TRI-TAC) should save about 5,000 spaces on future battlefields.

The potential of these enhancements, plus others, is enormous if we are smart enough to capitalize on them and harvest their benefits.

Managing technology is part of stewardship, a key issue in the eyes of the American public, and the last, but not the least, element of our vision. Nothing less than the nation's trust and confidence in the Army's credibility, and that of industry, are at stake.

Our procurement practices are much improved. We have appointed Competition Advocates throughout the Army to promote competition, drive down prices, improve product quality, and reduce acquisition lead time. Last year, we competed 62 percent of our contracts; this year, we competed 82 percent of them!

Leadership is the essential element of readiness and stewardship of the force. We have studied extensively our professional development systems for officers, Warrant Officers, NCOs, and civilians to ensure our lead-

ers are properly trained, educated, and professionally developed. In all aspects of our business, the notion of stewardship is vitally important.

We know our leaders are doing a good job because soldiers who leave today's Army say it was a good place to be. A recent Army experience survey of those leaving the service indicated that the Army was valuable for building self-esteem, self-confidence, independence, job skills, and leadership. A large proportion of those surveyed have joined the Reserve and are willing to serve as Army alumni. Clearly the stewardship of people is every bit as important as managing technology and materiel.

So, we have a vision and its fulfillment is underway. A final azimuth that helps us remain "steady on the course" is the annual theme, which this year is Values. The reason is self-evident. Lately, we have seen too many people willing to sell their patriotism and fidelity for profit, and we have heard too many allegations of waste, fraud, and abuse. I want to emphasize the importance of values in today's Army in order to strengthen them.

Values are what we, as a profession, judge to be right; they are the bedrock of our profession. They are more than words—they are the moral, ethical, and professional attributes of character. They are more caught than taught. Character is what enables us to withstand the rigors of combat or the daily challenges that might tempt us to compromise our principles. Loyalty, duty, integrity, and selfless service comprise the Army Ethic, and they are the hallmarks of professionalism for those who serve in today's Army.

Do we have people in today's Army who will embrace these professional values? A young platoon sergeant from the 101st Airborne Division (Air Assault) recently talked about values this way:

I entered the Army when I was seventeen. I came in with a strong emotional feeling because my brother was killed in Vietnam. The Army has given me a lot of training, education, and experience. It has shaped and molded the values in me, teaching me a lot of things about the ins and outs of life. I've given a lot, but I've learned a lot too.

That's what America is all about: working hard, giving up something to get something else. If I wasn't here or didn't want to fight for my country—who would do it? I'm an ordinary soldier, and I will fight if necessary. That's the

way I was brought up and reared, and that's the way I believe today. *Until the day I die, I will be ready to fight for the American flag.*

Can anyone say it better? We have an extraordinary responsibility to provide the kind of leadership that gives direction, maintains steadfastness of purpose, and capitalizes on the resources entrusted to us—human and materiel. We in the Army know that the human spirit is what really counts, and our challenge is to grow that spirit to its fullest.

It is this soldier and countless like him—who are willing to fight for the American flag—that will safeguard the blessings of liberty for us and our children. They will maintain the peace with freedom for generations to come. Why? because that's the American way of life—and it's worth fighting for. That's the business of your Army—and we're going to stay "steady on the course."

Thank you.

Address at the ARMY COMMAND ACADEMY

Nanjing, China
19 November 1986

The American Army and Professionalism

I The Army Overview

It's an honor for me to visit the People's Republic of China and this fine Commanders' Academy. I hope that my visit to your great country will contribute to mutual cooperation, friendship, and enduring ties between the American Army and the People's Liberation Army (PLA). Today, I'd like to discuss the American Army, and tell you about its mission and military capabilities, how it professionally develops its leaders, and about a few challenges we face in the modern era.

We see considerable dangers in the world today. In recent years we have witnessed the continued expansion of Soviet influence, the spread of regional conflicts, and the growth of international terrorism. We must be frank in recognizing that the principal adversary of the United States is the Soviet Union. The substantial investment made by the Soviets in the modernization of their armed forces—estimated to be about 17 percent of their gross national product—fuels the rapid pace at which they deploy new strategic and conventional weapons. They can project power around the world, their military advisors and technicians operate in some 30 countries abroad, and they and their allies are the largest suppliers of weapons to the Third World. The Soviet leadership continues to use its military power aggressively and expansively.

Because of its critical location, East Asia is a region in the world where there is a convergence of the military, political, and economic interests of the United States, China, and the Soviet Union, Japan, and Korea.

The economic dynamism of East Asia, and the opening of China to economic relations with the western world, have strategic implications for all of us. The result is a growing global interest in, and a greater dependence on, your region of the world. Maintaining peace and stability in East Asia is thus a key concern of the United States.

America's military strategy is to deter hostilities across the full spectrum of potential conflict. This spectrum ranges from low-intensity conflicts, such as local insurgencies and acts of terrorism, to mid- to high-intensity conflicts that could involve large-scale military forces operating on a regional or global basis. If deterrence fails, we must be ready to fight and to win. History clearly demonstrates that strength deters aggression—and weakness only invites it. Just as the People's Liberation Army is focusing on readiness, readiness is also the number one task of the United States Army. Our basic aim is to maintain peace with freedom, protect our global interests, and safeguard the United States, its allies, and friends from aggression and coercion. In the nuclear era, landpower and the American Army have become increasingly important to U.S. military strategy as a greater share of the burden of deterrence shifts to modern, conventional ground forces. The strength of our deterrence is manifested by forward stationed forces (approximately 43 percent of our Army is stationed overseas) integral to our alliances, and by deployable forces that can move rapidly to troubled areas of the world so that they can deter or counter acts of aggression.

We are fielding balanced, modern, and ready forces that can operate across the entire spectrum of conflict. Our Army consists of roughly 1.5 million soldiers, half in active forces and half in reserve forces. There are 28 divisions, eight Special Forces Groups, and one Ranger Regiment in our Army. Our heavier forces, such as our armored and mechanized divisions, represent 75 percent of our divisional force structure. They remain oriented towards Central Europe and the NATO commitment because this is where we face the principal Soviet threat. Our lighter forces, including our new light divisions, and our improved Special Operations Forces have greatly increased our strategic flexibility and preparedness. They give our national command authorities the options needed to handle all challenges, especially low-intensity conflicts, which are the most likely type of warfare expected in the future.

A quality Army starts with quality soldiers supported by strong families. We make great efforts to recruit and retain well-educated, motivated soldiers. In the Active Army, 90 percent of our recruits have finished 12 years of schooling. We feel it's important to provide a high standard of living for our soldiers and their families. So caring for people and combat readiness must go hand-in-hand. Our people are "seed corn" for the future. In our small Army, if we had to expand quickly, they would become the cadre for a much larger force.

Like the PLA, we are in the midst of the most extensive modernization program ever undertaken in the history of our Army. Quality soldiers deserve modern equipment, tough training, and good doctrine. We are equipping ourselves with new tanks, infantry fighting vehicles, attack and troop transport helicopters, multiple launch rocket systems, and other modern equipment. At the National Training Center at Fort Irwin, California, our battalions train on instrumented ranges against Soviet-style Opposing Forces using advanced training technology such as laser weapons simulators. Short of actual combat, the National Training Center provides the most challenging, realistic combined arms training anywhere in the world.

Our fundamental doctrine—termed AirLand Battle—recognizes the joint and coalition nature of modern warfare. It exploits the full potential of fire power and maneuver, throwing the enemy off balance with powerful initial blows from unexpected directions and then following up rapidly to prevent his recovery. To ensure unity of effort, all three areas of engagement, the deep battle, the close battle, and the rear battle, are interrelated parts of the overall battle. By the use of advanced technology, we will see deep and strike deep

to destroy and disrupt the enemy wherever he is found. AirLand Battle also has caused us to reemphasize the study of the operational art as the focus of military activity between the tactical and strategic levels of warfare. Here, the senior leaders design, organize, and conduct major operations and campaigns that achieve strategic goals.

II. Professional Development of Leaders

Naturally we expect the officer corps of the Army to provide the leadership necessary to win on the modern battlefield should we have to fight. What we seek to create in our leaders is the "warrior spirit"—the spirit that Clausewitz felt "permeates war as a whole." The metaphor he used was that of a sword, in which "the physical factors seem little more than the wooden hilt, while the moral factors are the precious metal, the real weapon, the finely-honed blade." Napoleon said similarly that "The moral is to the materiel as three is to one."

With war fighting as the ultimate task, we progressively train and educate our officers to shoulder ever increasing responsibilities in both command and staff positions. Our system guides the recruitment, the training, the education, the assignment, the evaluation, and promotion of our officers from the time they receive their commissions as lieutenants until they might become general officers, retire as colonels, or leave active service generally after 30 or 35 years of active duty. We mold our young officers into professional soldiers by educating them, rotating them through duties in the staff and line, and by toughening them and their spirit by a demanding program of physical conditioning and fitness.

We receive our officers from the United States Military Academy, from the Reserve Officers Training Corps' units at colleges and universities, and Officers' Candidate Schools. We build on the pre-commissioning education that these young men and women received by offering them military schooling, on-the-job training, and the opportunity for the brightest of them to attend graduate civil schooling as they advance in rank.

As lieutenants and captains, they attend courses of instruction—such as the basic course and an advanced course—to learn the detailed knowledge and skills required in their branch: infantry, armor, field artillery, or the like. Additionally, all captains become students at the Combined Arms and Services Staff School at Fort Leavenworth, Kansas, which prepares them to be staff officers at division level. A central board of officers

selects about 50 percent of the majors to attend a year-long Command and Staff College, perhaps a school roughly comparable to your academy here in Nanjing. Here at this school, they become well versed in the art and science of war at the tactical and operational levels and will serve as principal staff officers at brigade through joint and combined headquarters. The senior service colleges are at the apex of the professional military education system. About 30 percent of the lieutenant colonels will attend one of our war colleges.

The other teacher of our officers is experience. Out of a twenty-year career, most officers spend three years in military schools but the bulk of their careers is spent with troops or in staff positions. The cumulative experience gained in repetitive assignments in branch, joint, and functional positions—at progressively higher levels of responsibility—continues the professionalization of the officer corps. Company-grade officers aspire to command a company of a battery or a troop for eighteen months. Service with soldiers is critical and will continue in staff positions for majors and senior captains and in command billets for centrally selected lieutenant colonels and colonels. At about their eighteenth year of service—or forty-one years of age—about half of our lieutenant colonels will command battalions. Some three to four years later, on the average, only 20 percent of the officers we've been discussing—who would now be colonels—will command brigades or division artilleries. Both brigade and division command tours are now fixed at two years each.

Commanders play the most critical role in preparing their soldiers for combat. They teach concepts and doctrine, and they build cohesive teams; and they train their units to cope with the uncertainties of battle. One of their most important training responsibilities is to condition and toughen the officer corps, the noncommissioned officers, and soldiers physically. Our commanders conduct regularly scheduled physical fitness training and testing. Our efforts have resulted in a better conditioned Army that is able to meet the strenuous physical and mental challenges of combat.

Our task is to maintain the standards of professionalism we have developed in our officer corps and, concurrently, to implant these same standards in our noncommissioned officer corps. The urgency of this challenge is intensified as we now find fewer officers and NCOs in our ranks who have been tested in battle. So, we must train in peacetime as we will fight in war. We have also devised a program for NCO professional development that parallels that of the officer corps. We are starting to link promotion to mandatory education

as we give noncommissioned officers increased responsibility and authority. The capstone of noncommissioned education and training is the Sergeants Major Academy, which is the NCOs equivalent of the Army War College. The benefits of hard training and NCO professional development will be readiness—a readiness built on the professionalism of leaders at all levels. [I might interrupt here to introduce the top NCO in all of the Army. Introduced SMA Morrell.]

III. Challenges of the Modern Era

Today's armies face many other challenges. Among the most significant are: how to harness the relentless pace of technology to meet military requirements, how to develop doctrine to conform with the needs of future battlefields, and how to conserve scarce resources in periods of fiscal austerity.

Every army in the world faces the challenge of maintaining an effective military capability in the face of advancing technology. The modernization of an army takes time and it is expensive. Wise investments in research and development are required. Our modernization strategy has been to field a balanced, "high and low" mix of new, technologically advanced equipment and to "product-improve" older equipment in order to prolong service life and extend capabilities. Moreover, in designing new equipment, we try to build in the opportunity for preplanned product improvements to capitalize on advancing technology.

Where there is a promise of significant returns on our investment we will try to reach far into the future and capture what we call "leap ahead" technology—technology that would provide significant military advantages on tomorrow's battlefield. Because of the costs involved, these rewards depend on a willingness to take prudent risks today. And when possible, we must buy flexible systems that have force-wide utility instead of multiple systems that are each specially tailored for a particular force type. These cost-effective approaches will keep pace with the threat, capitalize on technology, and conserve resources.

The development of doctrine is another challenge that we face. Traditionally, our force development process has fostered equal competition between materiel systems and doctrine as we sought to improve military capabilities. In recent times, however, due to the importance of technology, the development of "hardware" has captured more attention than the development of doctrine thereby creating potential inefficiencies in our Army. To correct this situation, we created what we call the "concept based requirements system."

This system first defines the concept of operations for how we will "fight and support" on future battlefields. And from this concept, then, we derive the doctrinal, training, organizational, and materiel needs of the Army. This refocuses the direction of past decades from a materiel-oriented flow to a concept-based flow. AirLand Battle doctrine, for example, guides our combat development process, providing the conceptual basis for the design of our combat formations and weapons systems. "Army 21," which is a futures study, is one of a number of concepts we are exploring to look into the 21st century. It will allow the Army to move deliberately ahead and to develop appropriate doctrine, equipment, and forces.

Finally, today, in a period of budget restraint, it is imperative that Army leaders accept the challenge of conserving scarce resources to the maximum extent possible. We are streamlining the way we acquire weapons to include buying commercial items if they meet our needs rather than developing military specifications; fostering extensive and early user testing; and improving production quality. Our goal is to limit development to four years and to test technology in the field with troops to identify and accelerate development of promising concepts.

We are exploring new technologies to save weight, to reduce cost, and improve performance through the use of advanced materials in Army equipment.

Examples are: using new plastics, instead of wood, to pack and crate our ammunition, saving weight and money; using simulators that increase the readiness of units as well as save ammunition and resources; and using composite materials to lighten the weight of our medium howitzer from 17,000 pounds down to 9,000 pounds.

These challenges have enormous implications for you and for me, the leaders of soldiers, units, and armies in the modern era. We must respond with our full capabilities, challenging old ways of doing business and forging innovative solutions to our problems. It takes a strong sense of stewardship and leadership to be successful. I believe that leadership makes the difference between a good unit and a great unit, between a good Army and a great Army. Somewhere, sometime, the success or failure of critical national policies will rest in the hands of professional, strongly-led soldiers, who are trained well in time peace to fight in time of war. My Army—and your Army—must always be ready to meet that challenge.

The ancient Chinese philosopher of war, Sun Tzu, once wrote that: "He will win whose Army is animated by the same spirit throughout the ranks." The United States Army shares the same view as we seek to maintain peace. In fulfilling our mutual security interests, the United States Army welcomes a close working relationship with the Peoples Liberation Army.

SOLDIERS

December 1986

Living Army Values

This year, Secretary of the Army John O. Marsh, Jr., and I have talked to many in the Army about "values." In past issue of *SOLDIERS* I explained the new Army Ethic, and we have published a 1986 White Paper on values. We have discussed the four values that make up the professional Army ethic—loyalty, duty, selfless service, and integrity—and the four individual values that support them—courage, candor, competence, and commitment. One of the goals that Secretary Marsh and I have for the "Year of Values" is that every soldier and Army civilian live these Army values, not just know and understand them.

Values are intangibles. We cannot see or touch them, but we can sense solid values in others and in ourselves.

We can infer what other people's values are from what they say or, more precisely, from their actions. For example, imagine the vehicle commander who says he values integrity but then equivocates with his superiors about thoroughness of maintenance or takes a replacement part out of another vehicle's bin to put on his track rather than ordering the part himself. The soldiers in that NCO's crew will look at his actions and conclude not only that he is a phony when it comes to integrity, but worse yet, that it is OK to shade the truth. Actions always shout volumes about our character!

To take another case, consider the platoon sergeant who, after returning from the field, directs his platoon to defer pulling maintenance, topping off vehicles and

cleaning weapons because he's in a hurry to get home, or he leaves his soldiers working and departs. This NCO has demonstrated that commitment, duty, and selfless service are not very important to him. He has put personal convenience ahead of combat readiness. The Army needs leaders who demonstrate standards of personal and professional excellence. If we all professed support for the Army's "stated" values—those that make up the professional Army Ethic and the "four Cs"—but demonstrated through our actions that our real "operating" values are far different, then we would have a morally empty Army.

The Army I see around the world is one that lives up to the Army Ethic. Our soldiers and leaders are the best I've seen in 37 years as an officer. A section chief who works on a Sunday to prepare for an upcoming class doesn't need to explain commitment to the Army; his actions demonstrate that commitment. Similarly, the NCO who drops in one evening on a recently arrived soldier and his family to make sure they're getting settled is not only demonstrating caring leadership, he's living the values of loyalty, commitment, and selfless service. Living these values, incidentally, is what the prestigious Sergeant Morales Club in U.S. Army Europe is all about.

Some of you may have heard me talk about my first platoon sergeant, SFC Putman. He demonstrated his commitment to competence by teaching me, a new lieutenant, crew drills on the mortars and recoilless rifles that were the crew-served weapons in the platoon I'd just taken over. SFC Putman also realized that the soldiers need to see—by many actions and his mentoring as an NCO—that we both valued competence. As a result, he made sure that he taught me those crew drills

in a place where the soldiers would see their lieutenant working to master the skills of their trade. That NCO knew what was meant by *living* Army values, and I've never forgotten that lesson.

Let me give you a final example concerning two other Army values—courage and candor. A story was related to me recently about a mechanized unit that was doing a night tactical road march under blackout conditions. The lead vehicle commander was to guide the column, but he neglected to plot the route accurately on his overlay. At about 1:30 a.m. he arrived at an intersection and could not tell whether to go right or left. The sergeant could have continued on and gambled on not getting lost. Instead, he halted the column, called his platoon leader forward and admitted he was lost. The platoon leader located the intersection on his overlay, told his NCO which way to go, and the unit continued the march.

That action took courage and candor on the sergeant's part, because he admitted to his platoon leader that he didn't know which way to go. The sergeant chose the "harder right" instead of the "easier wrong." Moreover, the lieutenant demonstrated by his reactions that he valued moral courage and candor. He had obviously created an environment in his unit that allowed these values to flourish. His subordinates could grow as they learned from their mistakes in training.

We all must be vigilant so that our actions always match our professed values. In other words, we must "walk our talk." By living Army values, we build character—as individuals and as an institution—and strengthen in concrete ways our capability to secure our nation's peace and freedom.

AAAA

January 1987

LHX: The Future of Army Aviation

Armey Aviation, a full partner in the Army's combined arms team, will face a variety of combat challenges in the 1990s and beyond. In high- or mid-intensity conflicts, we must be ready to fight modern tank, motorized, and airborne forces like the Warsaw Pact armies or other similarly organized forces including Soviet surrogates. Less mechanized but otherwise well-equipped regular or irregular forces and terrorist

groups can be expected to operate against our forces in most parts of the world. In low-intensity conflicts, the military threat may be light forces, insurgents, and terrorists. In order to combat these diverse and complex threats, Army Aviation must play its role—supporting ground maneuver forces and, increasingly, acting as a maneuver element itself—in both our heavy and light divisions, and throughout our corps formations.

The LHX, an acronym for "Light Helicopter Family," is an essential program to the future of Army Aviation because it brings unprecedented technological advances to our aviation forces, enabling us to defeat the postulated threat well into the twenty-first century. The Light Scout/Attack (LHX-SCAT) and Light Utility (LHX-U) versions will replace nine models of Vietnam-era aircraft, including the AH1s, UH1s, OH58s and OH6s, which, in 1995, will average 25 years of age. Highly standardized, the LHX-SCAT and LHX-U will have common major components—engines, transmissions, power trains, and rotor systems—and have built-in test and diagnostic equipment, fewer mechanical parts, and higher rates of reliability in battle. Thus, their logistic and maintenance support requirements will be reduced significantly.

Operationally, the versatile LHX will be a day and night, adverse weather system with excellent hot-day, high-altitude performance. The aircraft will be small, agile, and survivable with NBC protection, fully integrated communications, and sophisticated navigation and fire control systems. The LHX will conduct nap-of-the-earth flight operations which are made possible by an integrated and automated cockpit with worldwide navigation capability and secure, EMP- and EMI-hardened avionics. It will be self-deployable to many areas of the world including Europe and rapidly deployable by tactical air transports.

Since Army aviation must be prepared to conduct offensive air-to-air missions in order to survive and to protect our own armor capability on the battlefield, the LHX-SCAT will kill enemy helicopters as well as tanks. The LHX-Utility, as the name implies, will perform general purpose roles. Although able to carry limited cargo and troops, it will not be a replacement for the UH-60 Black Hawk which will perform "heavy" utility roles such as troop assault (up to 14 soldiers) and aircraft recovery.

Because of the small profile of the LHX and its survivability features, the pilot will "see the enemy without being seen." The weapons systems will be extraordinarily lethal. The LHX multipurpose weapons launcher will have internal or conformal pods with the capability of

launching both laser and "fire-and-forget" HELLFIRE missiles, the HYDRA-70 family of rockets, and air-to-air missiles. A turret gun, an integral part of the system, will be capable of firing simultaneously with the missile or rocket systems.

A high-tech Target Acquisition System (TAS) and Aided Target Recognizer (ATR) will revolutionize the way enemy targets are engaged. The TAS will search, detect, track, cue, designate, and then present prioritized targets to the pilot to include aircraft, tanks, air defense systems, APCs, and nonarmored ground systems. Fully integrated onboard sensors will permit the pilot to confirm enemy targets or friendly aircraft and override as needed. The TAS can engage multiple targets sequentially and permit the launching of ordnance in a very short time after detection.

The Aided Target Recognizer uniquely advances the state-of-the-art in target acquisition and engagement. The ATR detects, classifies, and prioritizes all types of targets for the pilot. It permits him to unmask, quickly scan the horizon for targets, and return to mask. Target images are stored and processed with the aid of the VHSIC processors. Once the pilot has returned to a masked position and activated the automatic hover-hold, he can scan the targets displayed on the helmet-mounted display, confirming those of importance, and setting the priority of engagement if different from preset computations. When the pilot confirms the targets, he may hand them off for engagement, or he may elect to attack all targets himself, depending on the number.

The LHX is needed by today's Army to meet tomorrow's requirements. If we fail to act with great vision, the Army's light helicopter fleet will soon be outmoded and vulnerable to the Soviet threat. We need the courage to reach far into the future and grasp "leap ahead" technology—technology that will provide us significant and decisive advantages on tomorrow's battlefield. That is the unique promise of the LHX program.

The foremost challenge for the aviation community is to bring the LHX program to fruition. The LHX is the future of Army Aviation.

Opening Statement before the ARMED SERVICES COMMITTEE U.S. SENATE

Washington, DC
5 February 1987

Department of the Army Strategy/ Posture Overview, Fiscal Years 1988-1989

During this year of the Bicentennial of our Constitution, it's a pleasure to appear before the 100th Congress and the Senate Armed Services Committee to report on the state of today's Army and our FY 88-89 budget. The Army Posture Statement gives a comprehensive discussion of our programs and budgetary issues. At the outset, I want to focus on the military capability of the Total Army—28 divisions and Special Operations Forces—and its contribution to national military strategy.

The challenges faced by the United States Army have never been greater. The Soviets continue to modernize their armed forces and expand their influence aggressively; regional and low intensity conflicts are spread

throughout the world; and, terrorism is an international threat. Despite increasingly constrained resources at home, the Army is building its military capability—readiness, sustainability, modernization, and force structure—so it can help provide security for the United States now and in the future. We've made considerable progress; however, the Army's modernization programs are only one-third complete. The continued strong support of Congress is essential.

Naturally our military strategy, missions, and implementing programs all are oriented on achieving our national security objectives. Our national security objectives are shown on Chart One.

NATIONAL SECURITY OBJECTIVES

- DETER CONFLICT AND COERCION; DEFEAT AGGRESSION
- ASSIST ALLIES AND FRIENDS TO DEFEND AGAINST ARMED AGGRESSION, INSURGENCIES, AND TERRORISM
- ENSURE U.S. ACCESS TO CRITICAL RESOURCES, THE OCEANS, AND SPACE
- REDUCE SOVIET PRESENCE THROUGHOUT THE WORLD
- PREVENT TRANSFER OF MILITARILY SIGNIFICANT TECHNOLOGY
- PURSUE EQUITABLE AND VERIFIABLE ARMS REDUCTION AGREEMENTS

...PEACE, FREEDOM, AND PROSPERITY

[Chart 1]

To accomplish these objectives, our nation uses political, economic, military, and other elements of national power in accordance with a fully integrated national strategy. In support of the national strategy, the Joint Chiefs of Staff (JCS) develop, and the Secretary of Defense (SECDEF) approves, a national military strategy.

As the Secretary of Defense and the Chairman of the Joint Chiefs of Staff (CJCS) have testified before Con-

gress recently, the employment of military power takes place in accordance with military strategy. The basic elements of our military strategy are shown on Chart Two. The Army plays a vital role in each. A flexible military strategy, based on joint operations with sister services and combined operations with allies, is an essential ingredient of our ability to exercise national power, and I applaud the efforts of the Congress to sharpen our common understanding of its principles.

ELEMENTS OF MILITARY STRATEGY

- **NUCLEAR AND CONVENTIONAL DETERRENCE**
- **ARMS CONTROL**
- **STRONG ALLIANCES AND REGIONAL COOPERATION**
- **FORWARD-DEPLOYED FORCES**
- **STRONG CENTRAL RESERVE**
- **FORCE MOBILITY**
- **FREEDOM OF THE SEAS, AIR, AND SPACE**
- **EFFECTIVE COMMAND AND CONTROL**
- **GOOD INTELLIGENCE**

[Chart 2]

Landpower, seapower, and airpower—the operative elements of U.S. military power—work together to execute this military strategy and achieve our national security objectives. Landpower, as shown on Chart Three, is the military capability that enables control over land, its resources, and its people. Landpower exploits

and makes permanent the advantages achieved by airpower and seapower, and provides our ability to assist others, deter aggression, and fight if necessary. Battles may be won on the sea or in the air; but wars can be won and lost only on the ground. History has proven that landpower is the decisive factor in warfare.

LANDPOWER

- **ENABLES CONTROL OVER LAND, ITS RESOURCES, AND ITS PEOPLE**
- **MAKES PERMANENT THE ADVANTAGES ACHIEVED BY AIRPOWER AND SEAPOWER**
- **ESTABLISHES DETERRENT, WARFIGHTING, AND SECURITY ASSISTANCE CAPABILITY**

... **THE DECISIVE FACTOR**
... **CHANGES HISTORY**

[Chart 3]

From the national security objectives and our military strategy, the Army derives the missions and tasks shown on Chart Four. The forces needed to execute these missions and tasks are allocated to the Commanders in Chief (CINCs). In the vernacular, the CINCs "fight the forces;" we, in the military departments, "build, maintain, and sustain the forces." Military

planning is conducted within the framework of the Joint Strategic Planning System, a rigorous process that links war planning to resource programming and budgeting. Here, we reconcile objectives, threats, forces (to include allies), resources, employment options, and risks in order to design the overall military capability needed to protect our national security.

MISSIONS OF ARMY FORCES

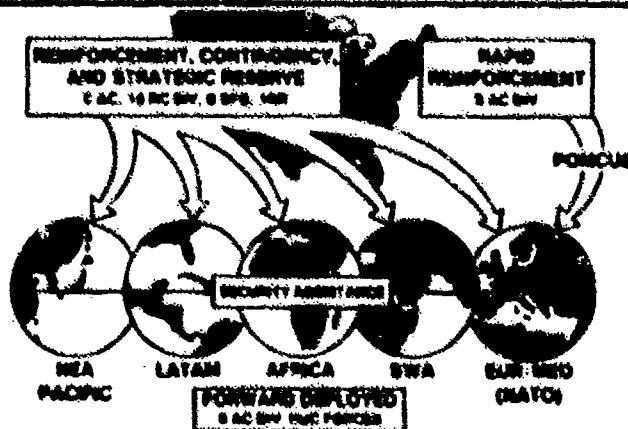
- DEFEAT A WARSAW PACT ATTACK ON NATO AND MAINTAIN ITS TERRITORIAL INTEGRITY AND SECURITY
- DEFEND VITAL U.S. INTERESTS IN THE PACIFIC
- DENY SOVIET CONTROL OF THE PERSIAN GULF AND ASSOCIATED OIL RESOURCES
- ASSIST ALLIES AND FRIENDS IN ASIA, LATIN AMERICA AND AFRICA
- MAINTAIN CAPABILITY TO COUNTER THREATS IN THE WESTERN HEMISPHERE
- RESPOND TO OTHER THREATS TO U.S. INTERESTS ANYWHERE IN THE WORLD

[Chart 4]

The United States Army is the bulwark of American landpower. The Total Army—Active, Reserve, and civilian components—is a 28-division force, which, with our Special Operations Forces (SOF), must remain ready to meet threats across a complex, dangerous spectrum of conflict. The diverse, global responsibilities

of the Army demand that it be a balanced, flexible, ready force, manned by quality soldiers. This is a small Army for the missions assigned—the smallest army in 37 years; thus, we assume proportionately greater risks with this minimum-sized force structure.

TOTAL ARMY CONTRIBUTION TO MILITARY STRATEGY (28 DIVISIONS AND SOF)



[Chart 5]

Chart Five shows the nature of our contributions to military strategy. Specifically, the Army contributes strongly to deterrence because it is forward deployed (43 percent overseas); because it can rapidly reinforce our NATO commitment (six divisions); and because it can quickly deploy anywhere in the world to meet contingencies (five light divisions and SOF). It provides security assistance, performs peacekeeping operations, and can fight terrorism. Also, Army forces are the backbone of America's strategic reserve. Thus, our 28 divisions and SOF perform vital roles in the execution of our national military strategy.

The U.S. commitment to NATO is particularly important because the alliance is our nation's forward line of defense. A strong commitment on our part deters aggression or intimidation by the Soviets, reassures our allies that we are resolved to defend freedom and protect our interests, and strengthens our negotiating positions for arms control. In Europe, unilateral U.S. troop reductions—while searching for illusory cost savings—would unravel the alliance and virtually invite Soviet intimidation or armed aggression.

While we must be prepared to fight at the mid- and high-intensity levels of conflict, security assistance (SA) is also integral to the Army's ability to deter or respond to threats to U.S. interests in various regions of the world. SA supports key friends and allies with nation building, self-defense resources, and advice. In FY 86, there were approximately 6300 open Army SA

programs for equipment and services valued in excess of \$43.2 billion, involving over 100 countries and international organizations such as NATO and the Organization of American States. Last year alone, 165 teams (involving over 110 man-years of effort) operated around the world providing SA. Returns on our investment are substantial. Army programs help to obtain access to overseas bases, to enhance interoperability among military forces, and to increase U.S. influence and spread democratic ideals.

The case for a more capable Army—the mainstay of our conventional forces—is compelling. We face a complex, dangerous spectrum of conflict that ranges from low-intensity conflicts, such as local insurgencies and acts of terrorism, to mid- and high-intensity conflicts that could involve large-scale military forces operating on a regional or global basis.

Despite widespread recognition of the importance of conventional land forces, serious qualitative and quantitative imbalances persist between the conventional forces of the United States and the Soviet Union, and between NATO and the Warsaw Pact. These imbalances are exacerbated by the adverse rates of modernization between us and the Soviets. The asymmetries weaken deterrence, lower the nuclear threshold that separates conventional and nuclear warfare, and impede our efforts to reach arms control agreements (on strategic and intermediate-range nuclear forces as well as conventional forces). (See Chart Six.)

THE CASE FOR A MORE CAPABLE ARMY

- COMPLEX, DANGEROUS SPECTRUM OF CONFLICT
- CONVENTIONAL DEFENSE IMBALANCES
- RATE OF SOVIET vs. U.S. MODERNIZATION
- FRAILTY OF DETERRENCE & NUCLEAR THRESHOLD
- NUCLEAR ARMS REDUCTIONS
- AIRLAND BATTLE POTENTIAL

BALANCED, FLEXIBLE RESPONSE

[Chart 6]

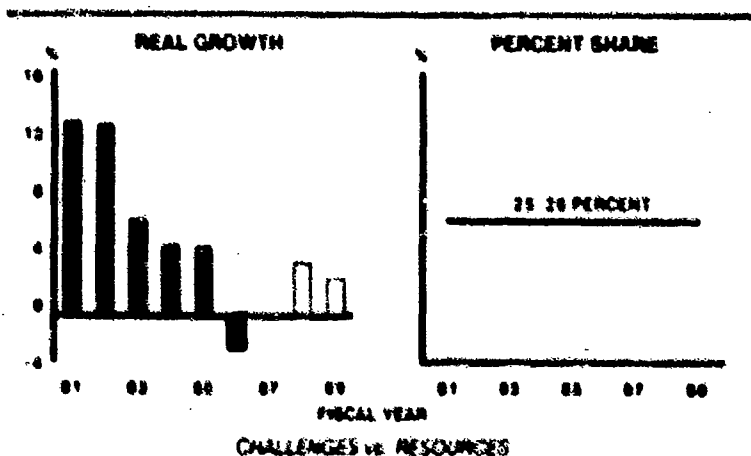
Our military strategy demands that we maintain credible and effective capabilities. The potential of AirLand Battle (ALB)—the ability to fight deep as well as close—must be fully realized if we are to combat successfully the Soviets (without the early first use of nuclear weapons). With ALB doctrine and Army forces trained, organized, and equipped to optimize its advantages (working in harmony with our sister services and allies), we have the potential to achieve significant leverage over the Soviets with a quantitatively smaller force. Our modernization programs are designed to capitalize on the strengths of ALB doctrine vis-a-vis the weaknesses of our adversaries—this is the essence of “competitive strategies” as emphasized by DOD.

The FY 88-89 budget requests Total Obligation Authority (TOA) of \$72.4 and \$82.6 billion, respectively. These amounts represent increases in real rates

of growth of 3.3 percent in FY88 and 2.3 percent in FY89 reversing negative trends in the recent past. We are, however, still concerned about patterns of erratic and inconsistent real growth of TOA. Large, sinusoidal swings in funding complicate programming and hinder efforts to implement initiatives requiring long lead times, multi-year contracts, and other cost effective measures. Given these problems, modernization is slowed and readiness is degraded.

The Army's share of defense resources has remained relatively constant over time and is programmed to remain so. (See Chart Seven.) Thus, the President's budget, this year, provides some funding for the Army's modernization programs; however, program and budget decrements have slowed our progress considerably.

ARMY RESOURCE TRENDS



(Chart 7)

The implications of these reductions, particularly in the last two years, FY 86 and FY 87, have been severe. Funding constraints have stretched, reduced, or eliminated a number of critical modernization programs. (See

Chart Eight.) Thus, the potential of our military capability goes unfulfilled, unit costs are escalated, and the probability of technological obsolescence is increased by the time a system is fully fielded.

IMPLICATIONS OF BUDGET REDUCTIONS

- STRETCHED PROGRAMS
 - ABRAMS TANKS
 - BRADLEY FIGHTING VEHICLES
 - TOW II (ANTI-ARMOR)
 - SINGARS RADIOS
- REDUCED PROGRAMS
 - APACHE HELICOPTERS
 - BLACK HAWK HELICOPTERS
 - AQUILA (RPV)
 - FAASY (ARTILLERY AMMUNITION)
 - FISTV (FIRE SUPPORT)
- ELIMINATED PROGRAMS
 - 8" HOWITZER ENHANCEMENTS
 - MOBILE PROTECTED GUN SYSTEM
 - AMP (SCOUT)

[Chart 8]

Chart Nine shows the percentage of TOA allocated to each of the "four pillars" of defense. Here we balance the short-term with the long-term view, the regional with the global priorities, and, readiness/sustainability with modernization/force structure issues. Looking at the chart, one can see that over time, Army programs have coherence, consistency, and balance. The Army's al-

location of its available resources to readiness has been maintained (even increased) and sustainability has been maintained, both of which are in direct support of CINC requirements. However, in the face of budget decrements, tough choices and trade-offs have been made in the modernization "pillar."

ARMY PROGRAM BALANCE FOUR PILLARS OF DEFENSE

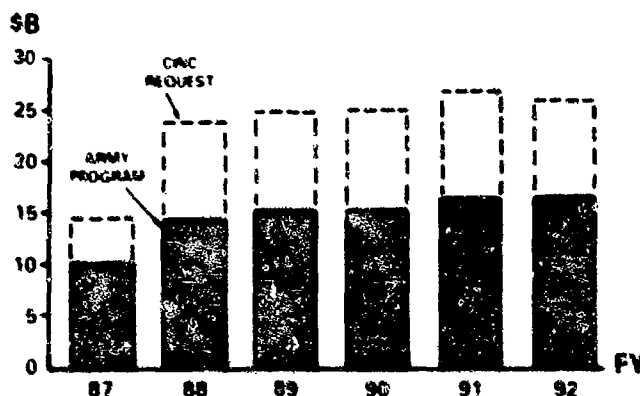
	READINESS	SUSTAINABILITY	MODERNIZATION	FORCE CHANGES
	(PERCENT TOA)			
FY85	68.5	7.9	22.6	0
FY86	74.6	6.2	18.9	.3
FY87	75.0	7.6	16.3	1.1
FY88	75.4	6.8	17.0	.8
FY89	76.3	7.3	15.7	.7

[Chart 9]

The CINCs have been well supported despite budget decrements. Chart Ten shows their requests versus resources allocated to them. The CINCs Integrated Priority List (130 issues that center on combat support/combat service support (CS/CSS) and

Pre-positioned War Reserve Stocks (PWRS) has a five-year cost of about \$125 billion. The Army has resourced about \$76 B of that \$125 B (about 61 percent) even though we have lost \$48 B in decrements from the last two budget years alone.

SUPPORT OF CINC REQUIREMENTS



... \$76B OF \$125B REQUESTED

[Chart 10]

There have been steady improvements to our CS and CSS posture, correcting shortfalls that have existed in our force structure since the end of the Vietnam War. While maintaining a balance of Army programs, substantial support has been provided to meet the needs of our war fighting commanders. We have increasingly used the Reserve Components in roles commensurate with their capabilities, used proven technology and adapted private sector methods to enhance productivity, cross-leveled equipment, solidified host nation support (HNS) and developed civilian contingency support contracts, and, justified allocation rules and work load factors that establish CS/CSS requirements.

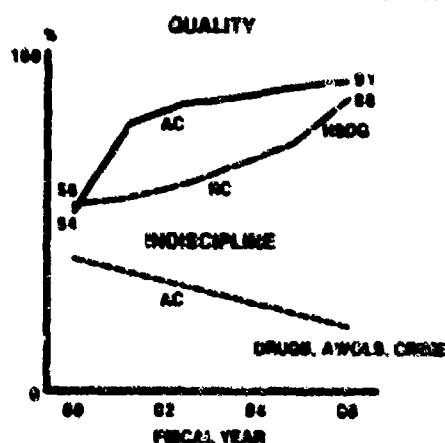
These enhancements have greatly improved our deterrent and war fighting capability. Now is not the time to assume undue risks and undercut the strength of the Army's contribution to national military strategy. The Army is a strategic force, and its capability is balanced,

flexible, ready, visible, and usable. The support of Congress is essential if we are to keep the value of our deterrent credible.

Let's examine briefly the "four pillars" of the Army's military capability: readiness, sustainability, modernization, and force structure.

Readiness: Readiness is our number one task; thus, we need quality, disciplined soldiers that are ready to fight at a moment's notice. Chart Eleven shows both the quality of our Active and Reserve Components (the best I've seen in 37 years as an officer) as well as the all-time low rates of indiscipline in the Active Army. Our budget calls for adequate recruiting and retention incentives to maintain this level of quality. Congressional support is vitally important here, because "you get what you pay for."

QUALITY vs. INDISCIPLINE

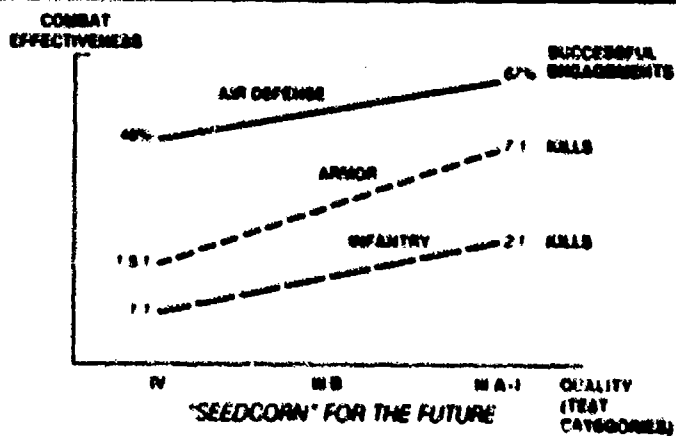


[Chart 11]

Quality soldiers are more combat effective, a critical factor for a small force like today's Army, and they are "seed corn" for the future. In our small Army, if we had to expand quickly, they would become the cadre for

a much larger force. Chart Twelve shows how "quality" makes a difference in battle. As you can see, there is a strong correlation between higher mental test category scores and combat effectiveness.

WHY QUALITY

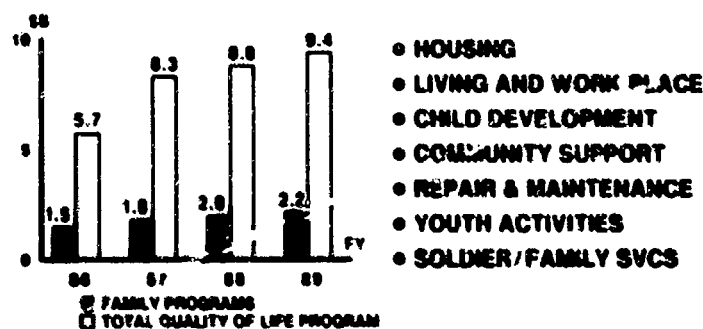


[Chart 12]

One of the reasons we're retaining quality soldiers is because we've made good investments in quality-of-life programs (See Chart Thirteen.) These investments lead to a more combat ready Army. However, these pro-

grams are "fragile," and we—the Congress and the Department—must provide continued support and emphasis.

QUALITY OF LIFE PROGRAMS



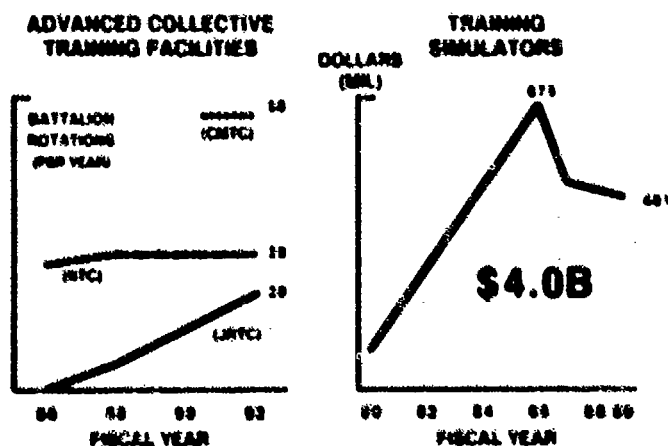
QUALITY SOLDIERS, STRONGER FAMILIES . . .
A MORE READY ARMY

[Chart 13]

The readiness of our forces also depends on tough, realistic training. Chart Fourteen shows the number of battalion rotations per year at our Advanced Collective Training Facilities. The National Training Center (NTC) at Ft. Irwin, CA,—where our units train in an instrumented environment against Soviet-style Opposing Forces using advanced training technology such as laser weapons simulators—is the finest training facility in the world, and we're capitalizing on existing facilities to train

light forces and units in Germany. Short of actual combat, these facilities provide the most challenging, realistic combined arms training in the world. The chart also shows the extensive investments (\$4.0B) made in devices, simulators, and simulations. These save money, increase training effectiveness, and help make safer the dangerous training tasks that must be performed.

TRAINING READINESS



[Chart 14]

in the JFDP. The two most recent initiatives established the Army Air Force Joint Readiness Training Center and a flag officer war fighting course. We are examining forty-six candidate initiatives submitted by the Unified CINCs and services for possible inclusion in the JFDP. Four initiatives alone have averted roughly a billion dollars of near-term cost avoidance as we have reduced or eliminated duplicative programs.

LESS DEVELOPMENT PROCESS

INITIATIVES NOW 37.

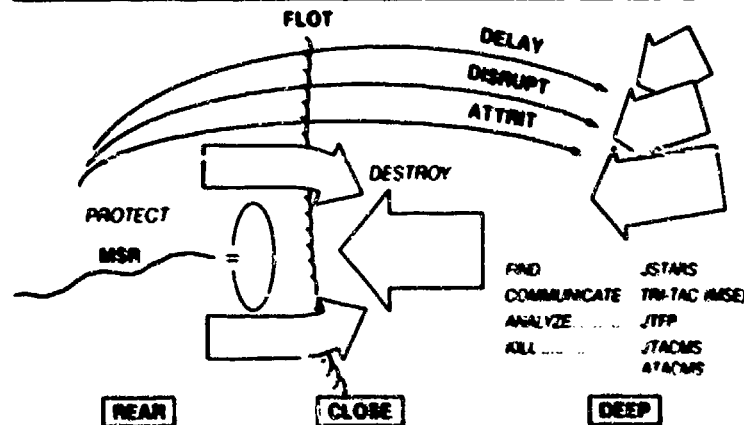
**PARTICIPATE
THE COMBATANT CINCS
THAN DUPLICATE**

**EFFECTIVENESS
ANCE**

(15)

Abrams tanks and Bradley Fighting Vehicles) that support the "rear" and "close" battles, are critical to the successful execution of the doctrine and are essential to NATO's Follow-On-Forces-Attack strategy. Chart Sixteen shows, schematically, how this doctrine works and the "deep battle" systems needed to fully develop it. Without funding these systems, we cannot hope to achieve the full potential of AirLand Battle and the technological as well as maneuver edge it provides over Warsaw Pact forces.

THE AIRLAND BATTLE



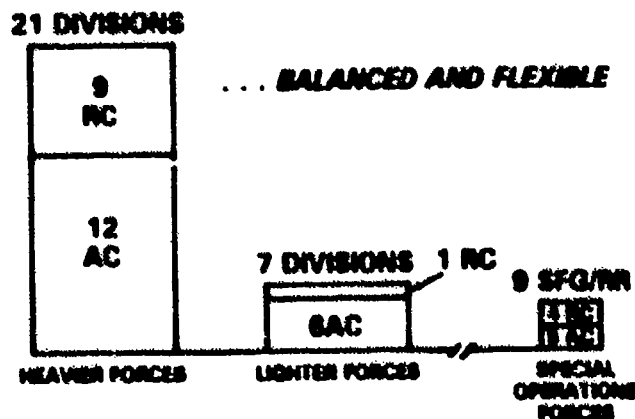
[Chart 16]

Force Structure: The force structure of the Total Army is shown on Chart Seventeen. We are fielding balanced, modern, and ready forces that can operate across the entire conflict spectrum. There are 28 divisions, eight Special Force Groups, and one Ranger Regiment in our Army. Our heavier forces, such as armored and mechanized divisions, represent three-quarters of our divisional force structure. They remain oriented towards Central Europe and the NATO commitment because this is where we face the principal Soviet threat.

Our lighter forces, including our new light divisions (which are highly skilled, field-tough, 10,000-man divisions capable of deploying anywhere in the world within one week) and our improved Special Operations

Forces have greatly increased our flexibility and preparedness. We remain vitally concerned about the adequacy of airlift and sealift resources, and we continue to support fully the Air Force and Navy in their efforts to improve our strategic mobility. Today's Army is truly a strategic force, giving our National Command Authorities the options needed to handle all challenges, including low-intensity conflicts, the most likely type of warfare expected in the future. The Reserve Components play an important role in our force structure (10 of 28 divisions; they constitute 49 percent of our total strength, 50 percent of our combat battalions, and about 70 percent of our combat service support and deploying forces).

FORCE STRUCTURE

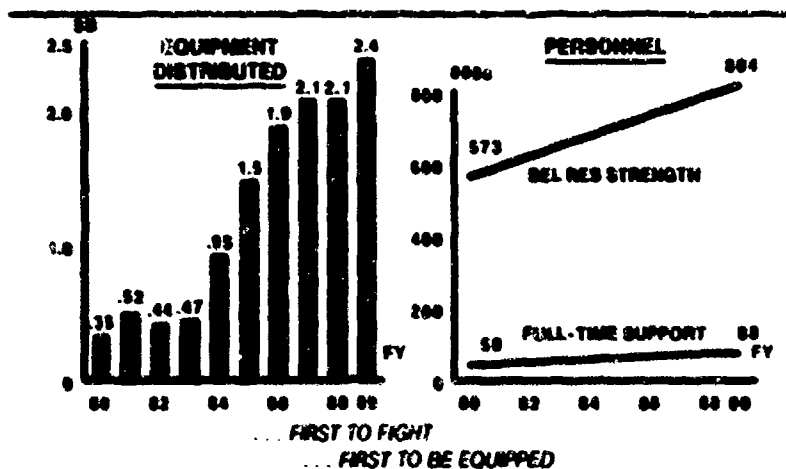


[Chart 17]

The Army National Guard and the Army Reserve have improved their capability significantly. Charts Eighteen and Nineteen show the resources invested in equipment, personnel, and training. Today these invest-

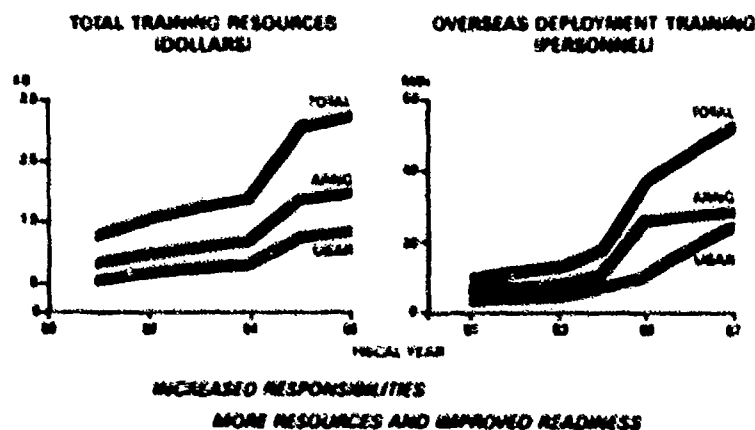
ments are essential because, more than ever before, the Reserve Components must stand ready as a full partner in the execution of our national military strategy.

RESERVE COMPONENTS



[Chart 18]

RESERVE COMPONENT TRAINING READINESS



[Chart 19]

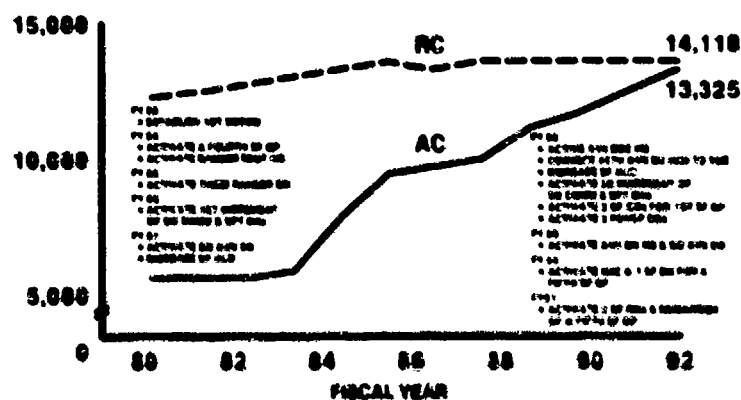
The nearly 83,000 FY 88 Full-Time Support Force (FTS), consisting of military technicians, Active Guard and Reserve (AGR), Active Component full-time manning, and Department of the Army civilians, who perform the myriad of daily administering, organizing, training, recruiting, supply, and maintenance tasks are an essential investment in the readiness of the RC units. Our goal is to have full-time support manpower be about 14 percent of the RC strength. However, due to fiscal constraints we have not been able to program for accomplishment of that goal in the near term.

Although some problems exist with the full-time sup-

port program, we are committed to solving them. Growth in full-time support is essential if we are to capitalize fully on the increased modernization of the Reserve Components and to assure that the Reserve Component forces can meet the mobilization missions entrusted to them.

The Army has substantially improved its Special Operations Forces. These forces can combat terrorism, counter insurgencies, or execute strike missions in mid- or high-intensity conflicts. SOF enhancements are shown on Chart Twenty.

SOF FORCE STRUCTURE IMPROVEMENTS

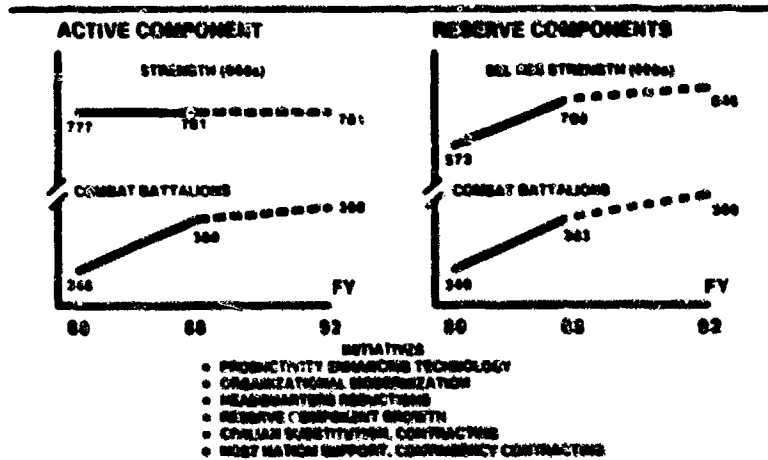


[Chart 20]

One of the most important stories about today's Army is the significant growth in the AC's combat capability without an increase in its end strength. Chart Twenty-one shows the growth in combat battalions during this decade and how it was accomplished. For the Active Army, 34 additional battalions will have been created through FY 88, with 8 more programmed between then

and FY 92. We have chosen to keep the AC end strength fixed to conserve resources for readiness, sustainability, essential modernization, and people programs. Disciplining our "appetite" for AC end strength increases, we have protected quality and capitalized on productivity enhancing technology. The chart also shows the RC story, and its growth in combat capability.

TECHNOLOGY AND PRODUCTIVITY ENHANCEMENTS GROWING COMBAT CAPABILITY

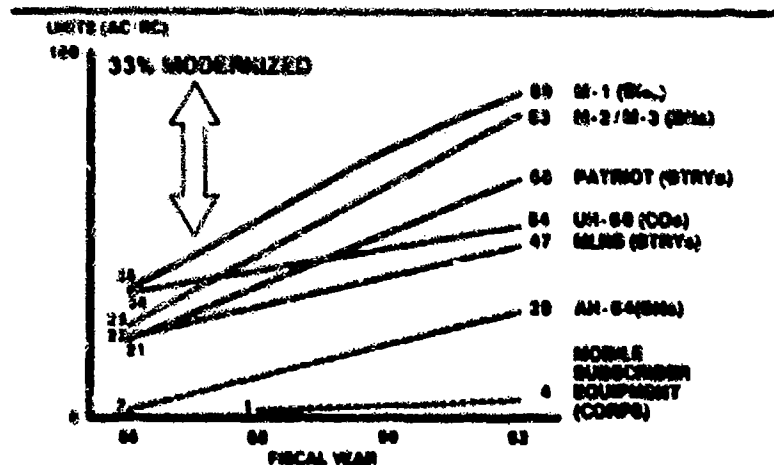


[Chart 21]

Modernization: The modernization of Active and Reserve Component units with new equipment is well underway, but we must sustain our progress. Only the Active "heavy division" force and affiliated RC "round-out" units will be modernized by the mid-1990s. Much

more remains to be done. The Army started its modernization three or four years after the other services. As Chart Twenty-two shows, we are only one-third complete with our planned programs.

UNIT MODERNIZATION

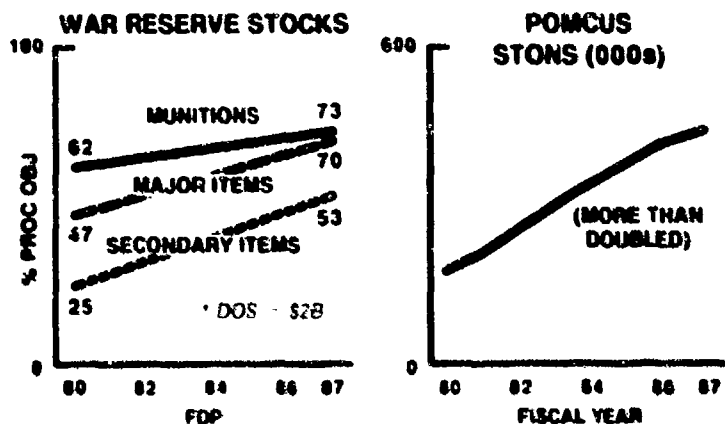


[Chart 22]

The modernization of our Army takes time and is expensive. Wise investment in research and development is required. Our modernization strategy has been to field a balanced, "high-low" mix of new, technologically advanced equipment (such as the M1 Abrams tank, Bradley Fighting Vehicle (BFV), and Apache attack helicopter) and to "product-improve" older equipment

(such as the M60 tank, M113 Armored Personnel Carrier (APC), and Cobra attack helicopter) in order to prolong service life and extend capabilities. Moreover, in designing new equipment, we try to build-in the opportunity for preplanned product improvements to capitalize on advancing technology.

SUSTAINABILITY & REINFORCEMENT

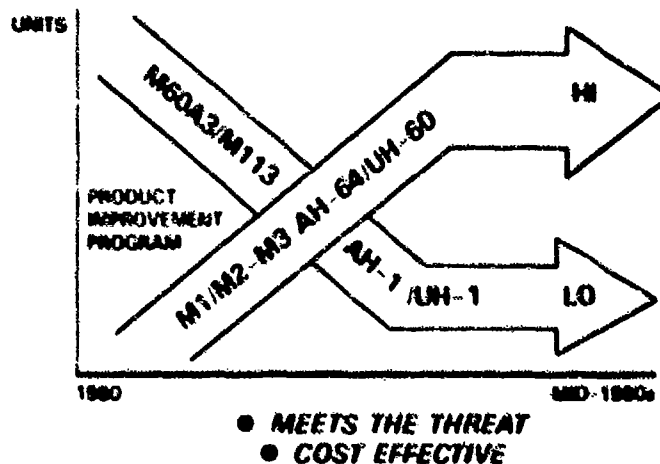


[Chart 23]

Sustainability This chart shows that we have not neglected our ability to sustain ourselves or to reinforce our forward-deployed forces. Munitions, major items (e.g., tanks) and secondary item (e.g., engines) have

been stocked to help sustain our forces once they are committed to combat. Prepositioning of Materiel Configured to Unit Sets (POMCUS) stocks also have increased substantially.

HIGH - LOW MIX MODERNIZATION STRATEGY

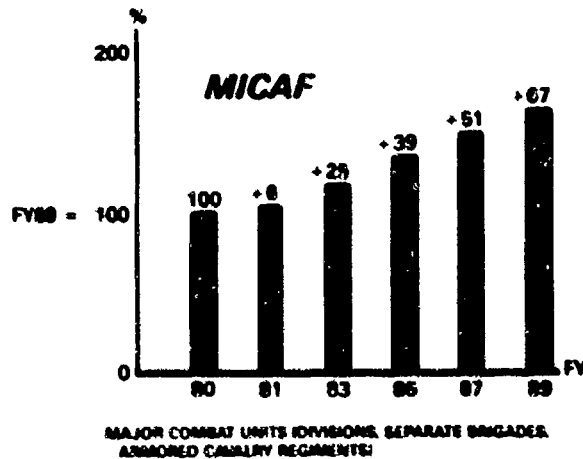


[Chart 24]

As we have balanced the demands of the four pillars, we have built a more capable Army. One way of showing growth in capabilities for the Total Army is the "Measuring Improved Capabilities of Army Forces" (MICA) study. MICA quantifies capability improvements in Army divisions, separate brigades, and armored cavalry regiments in relation to the threat

capabilities likely to be faced. In this sense, it is the most realistic evaluation of qualitative and quantitative capabilities available to us. As the chart shows, since 1980, the capability of our major combat units in relation to the threat has increased significantly. Projections are shown for FY 87 and 89.

TOTAL ARMY MEASURING IMPROVED CAPABILITIES OF ARMY FORCES



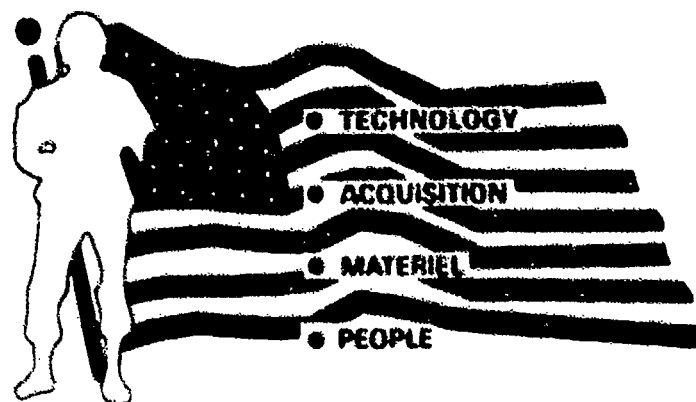
[Chart 25]

As you read our Posture Statement, you will see that we have invested heavily in programs that enhance stewardship. The chart shows four major azimuths along which we are proceeding: technology, acquisition, materiel, and people. Our programs are designed to get the maximum from the resources entrusted to us, and to assure they are not wasted.

As I have mentioned, we are managing technology intensively in order to capitalize on its benefits while minimizing its costs and risks. In the acquisition process,

we have increased competition in the Army's acquisition process over the past several years, awarding competitively 53.1 percent of our contract dollars and 81 percent in numbers of contracts (compared to 62.5 percent in FY85). We are conserving materiel (and people) by safely using our equipment. Last year, the Army had one of its best safety records ever, for both ground and air operations. Finally, we have reinvigorated our leadership and our professional development programs in order to strengthen the spirit and expertise of our most precious resource—our people.

STEWARDSHIP



[Chart 26]

CONCERNS

- MODERNIZATION
- DOD REORGANIZATION ACT (TITLE IV)
- R & D INVESTMENT
- MAINTENANCE & READINESS
- OFFICER REDUCTIONS
- SOLDIER & FAMILY PROGRAMS

[Chart 27]

The Army's modernization programs are only one-third complete. Strong Congressional support is needed to finish the job. Our programs started three or four years behind the other services because we had to modernize first our strategic deterrent forces. Now, conventional systems such as the LHX, the Forward Area Air Defense system, and the Joint Systems needed to bring AirLand Battle to its full potential must be fully supported. The Army needs at least a three percent real rate of growth per year for, at the minimum, the next five years to bring its programs to fruition.

While Title IV (Joint Officer Personnel Policy) provisions of the Defense Reorganization Act are basically sound, and we are working hard to implement them, we appear to need some flexibility in administering them. For example, the law mandates a 3-year joint duty tour for generals and a 3½ year joint duty assignment for officers below the rank of general. We need flexibility to aggregate tour lengths since some, particularly overseas tours, are one or two years in length, and professional development requirements may warrant shorter tour lengths.

R&D investment is important. Where there is the promise of significant returns, we need to reach into the future and capture "leap ahead" technology—technology that would provide significant military advantages on tomorrow's battlefield. The LHX, anti-armor weapons systems (medium/heavy), and "deep strike" munitions are important initiatives for us if we are to retain our technological edge on the battlefield. We need flexible systems that have force-wide utility in-

stead of multiple systems that are each specially tailored for a particular force type. These cost-effective approaches will keep pace with the threat, capitalize on technology, and conserve resources.

In addition, continued readiness and maintenance investments are essential. Readiness is our number one task. Readiness means that training and operation tempo must continue at adequate levels to maintain the combat proficiency of soldiers and units, and maintenance must be funded at levels that enable sustained operations. It makes little sense to procure new equipment and at the same time allow a growing backlog of maintenance (due to insufficient funding for parts and workers) to delay the return of equipment to units.

Officer reductions-in-force pose a serious readiness and morale challenge for the Army. Such reductions would lead to loss of combat experience and significantly degrade the Army's successful efforts to increase its combat capability with two light divisions, and numerous additional battalions of Patriot air defense, Multiple Launch Rocket Systems, attack helicopters, cannon artillery, and combat service support, particularly in the medical area. Naturally, our Active officer strength has grown in these areas, and with our fixed Active end strength, so has our officer-enlisted ratio. However, while we have undertaken FY 87 officer reductions as mandated in the FY 87 Authorization Bill, we ask the Congress to rescind the additional reductions of 2 percent and 3 percent called for in FY 88 and FY 89.

Soldier and family programs must be fully funded because the quality of the Army is only as good as the

soldiers who man it and the support they receive from their families. Our Army family program initiatives in community, family, and child and youth development are "fragile," and they must receive continued support and emphasis. Diminished support for quality-of-life programs—including the important educational, pay, and recruiting and retaining incentives and benefits for Active and Reserve Component soldiers—will jeopardize the volunteer force concept, increase turbulence, and lower combat readiness. The G.I. Bill is the

single most important personnel policy tool we have to recruit a quality Army. The Congress must ensure that this powerful incentive remains in place.

Finally, as I end my stewardship of the Army, I want to thank the Congress for their support of Army programs. While we in uniform can do our best to provide the quality leadership our superb soldiers deserve, the Congress remains solely responsible for the adequacy of resources to meet our missions.

SEAPOWEE

April 1987

The United States Army: Ready Today—Preparing for Tomorrow

I welcome the opportunity to discuss today's Army, its contributions to our national military strategy, and how it intends to fight when called upon. Readiness is our primary mission, and all of the Services can be proud of their accomplishments in recent years. This is the best Army I have seen in 41 years of service. The Total Army including our Reserve Components is ready today—and preparing for the future—with quality soldiers and better equipment, training, and sustainability. The balanced, military capabilities of the Total Army—28 divisions and the Special Operations Forces—make it a strategic force whose global power is flexible, visible, and usable. Thus, the Army adds credibility to deterrence and provides to the National Command Authorities viable military options that apply across the entire spectrum of potential conflict.

Challenges

The challenges faced by the United States perhaps have never been greater. We live in an era of "violent peace," a term aptly coined by former Chief of Naval Operations, Admiral Jim (James D.) Watkins. The Soviets continue to modernize their land, sea, and air forces and expand their influence aggressively. regional and low intensity conflicts are ongoing throughout the world, and, terrorism is an international threat that undermines the peace and security of all. So, not only must we defend against our primary threat, the Soviet Union, a "land animal" in Winston Churchill's words,

but, we must counter Soviet surrogates, who are now more sophisticated and well armed than in the past. These threats, and those posed by independent actors in the Third World, present a diverse and hostile environment in which all the services must operate. Despite increasingly constrained resources at home, the Army is strengthening its military capability—readiness, sustainability, modernization, and force structure—so that it can help provide security for the United States now and into the twenty-first century.

National Security Objectives and Military Strategy

Our military strategy, missions, and implementing programs all are oriented on achieving our national security objectives. Our basic aims are to ensure peace, freedom, and prosperity for ourselves and our friends and allies. To accomplish these aims, our nation uses political, economic, military, and other elements of national power in accordance with a fully integrated national strategy. In support of the national strategy, the Joint Chiefs of Staff develop, and the Secretary of Defense approves, a military strategy that guides the use of military force in the pursuit of our national objectives.

The Secretary of Defense, the Chairman of the Joint Chiefs of Staff, and the Joint Chiefs have all testified this year during Congressional hearings about military strategy and its relationship to national strategy. The basic elements of our military strategy are

ELEMENTS OF MILITARY STRATEGY

- NUCLEAR AND CONVENTIONAL DETERRENCE
- ARMS CONTROL
- STRONG ALLIANCES AND REGIONAL COOPERATION
- FORWARD-DEPLOYED FORCES (MODERNIZED AND SUSTAINED)
- STRONG CENTRAL RESERVE (ACTIVE AND RESERVE FORCES)
- FORCE MOBILITY
- FREEDOM OF THE SEAS, AIR, AND SPACE
- EFFECTIVE JOINT COMMAND AND CONTROL
- GOOD INTELLIGENCE

Figure One

A flexible military strategy, based on joint operations with sister services and combined operations with allies, is the essential ingredient of our ability to exercise power in order to influence events and protect our national interests around the world.

Landpower, seapower, and airpower—the operative elements of U.S. military power—work together to execute our military strategy and achieve our national security objectives. Landpower is the military capability that enables control over land, its resources, and its people. Landpower exploits and makes permanent the advantages achieved by seapower and airpower and provides our ability to assist others, deter aggression, and, if necessary, to fight and win. History has proven that landpower, working in harmony with seapower and airpower, is the decisive factor in warfare.

Our principal adversaries, the Soviet Union and the Warsaw Pact, have built powerful land forces that they can use to coerce, intimidate, or conduct armed aggression. These forces are able to execute military operations in Europe, Asia, or the Middle East without getting

their feet wet. Despite widespread recognition of the importance of conventional land forces, serious qualitative and quantitative imbalances persist between their conventional forces and ours. These imbalances are exacerbated by the adverse rates of modernization between us and the Soviets. The asymmetries weaken deterrence, lower the nuclear threshold that separates conventional and nuclear warfare, and impede our efforts to reach arms control agreements. In an era of nuclear parity, our own land forces are crucial to deterring the Soviets and convincing them that they cannot successfully exploit either their central geostrategic position (with its land-based, interior lines of communications) or their enhanced ability to project power globally.

Army Missions and Forces

The United States Army plays a significant role in helping to execute the military strategy that secures the interests of our nation. From the national security objectives and our military strategy, the Army derives the following missions:

MISSIONS OF ARMY FORCES

- DEFEAT A WARSAW PACT ATTACK ON NATO AND MAINTAIN ITS TERRITORIAL INTEGRITY AND SECURITY
- DEFEND VITAL U.S. INTERESTS IN THE PACIFIC
- DENY SOVIET CONTROL OF THE PERSIAN GULF AND ASSOCIATED OIL RESOURCES
- ASSIST ALLIES AND FRIENDS IN ASIA, LATIN AMERICA AND AFRICA
- MAINTAIN CAPABILITY TO COUNTER THREATS IN THE WESTERN HEMISPHERE
- RESPOND TO OTHER THREATS TO U.S. INTERESTS ANYWHERE IN THE WORLD

Figure Two

The forces available to execute these missions are apportioned to the unified Commanders in Chief, the combatant commanders. In the vernacular, the CINCs "fight the forces"; we, in the military department, "build, maintain, sustain, and develop future requirements for the forces."

The Total Army—Active, Reserve, and civilian components—is a 28-division force, which, with our Special Operations Forces (SOF), stays ready to meet threats across a complex, dangerous spectrum of potential conflict that ranges from local insurgencies and acts of terrorism to conflicts that could involve large-scale military forces operating on a regional or global basis. Our heavier forces (twenty-one divisions including fourteen armored and mechanized divisions) represent the bulk of our force structure; they remain oriented toward Central Europe and the NATO commitment because this is where we face the most dangerous threat—the Soviet Union and the Warsaw Pact.

Our lighter forces, including the light infantry divisions (highly skilled, field-tough, 10,000-man divisions capable of deploying anywhere in the world within one week) and our improved Special Operations Forces (a Ranger Regiment, 8 Special Forces Groups, and other units with psychological, civil affairs, SOF aviation, and counterterrorism capabilities) have greatly increased our flexibility to handle any contingency. Our Special Operations Forces can combat terrorism and conduct counterinsurgency operations or execute strike missions in mid- or high-intensity conflicts. The light infantry division, designed primarily for its strategic mobility and for operations in low-intensity conflicts, can rapidly deploy

to Europe or the Far East where we can capitalize on its unique ability to fight in highly restrictive terrain in urban, forested, or mountainous areas. Here, light forces offer the possibility of freeing up heavier forces for decisive employment elsewhere on the battlefield.

The enhancements to our force structure, especially the light infantry and SOF initiatives, have added great balance to the Army's capability to operate across the entire spectrum of potential conflict and have made the Army more relevant to the times. Hence, our National Command Authorities have the options needed to handle all challenges, including low-intensity conflicts, the most likely type of warfare expected in the future.

The readiness of these forces depends on tough, realistic training. The National Training Center (NTC) at Ft. Irwin, CA—where our units train, with Air Force close air support, in an instrumented environment using advanced training technology such as laser weapons simulators against Soviet-style opposing forces—is the finest training facility in the world. Also, we are developing existing facilities to provide similar training to light forces and to forward-stationed units in Germany. Short of actual combat, these facilities provide the most challenging, realistic combined arms training in the world.

Additionally, the Army National Guard and the Army Reserve (our Reserve Components) play an important role in our force structure. Ten of our 28 divisions are Army Guard divisions. Overall, the Reserve Components constitute 49 percent of our total strength, 50 percent of our combat battalions, and about 70 percent of

our combat service support and deploying forces. Their readiness and capability have improved significantly in recent years.

Figure Three shows the global reach of the United States Army and its contributions to our national military strategy. Specifically, the Army contributes strongly to deterrence because:

- it is *forward deployed* and, thus, demonstrates our determination to honor defense commitments, to forge credible links to U.S. strategic forces, and to fight any aggressor that threatens our interests if deterrence fails (4 divisions are in Europe, 2 are in the Pacific, 45 percent of the Active Army is based overseas).

- it can *rapidly reinforce* our NATO commitment of "10 divisions within 10 days" and, thus, CONUS-based land forces buttress the deterrent value of our forward deployments (6 divisions would deploy by sea and air, draw pre-positioned equipment, and reinforce the four plus divisions already stationed in Germany).

- it can quickly deploy anywhere in the world to contain and defuse emerging crises or meet contingencies

(with five light infantry divisions, an airborne and an air assault division, or Special Operations Forces).

- its arsenal includes powerful components of U.S. nuclear forces that link conventional forces to strategic forces and that help to control conflict escalation if deterrence fails (the Pershing II intermediate-range nuclear forces and our battlefield nuclear weapons).

- it forms the backbone of America's strategic reserve (6 active and 10 reserve divisions are available to handle contingent or reinforcement missions), and,

- it performs *peace keeping* operations and provides security assistance which, besides promoting stability and preempting conflict, helps us to obtain access to overseas bases, to enhance interoperability among international military forces, to increase U.S. influence, and to spread democratic ideals (one Army battalion supports the Multinational Force and Observers in the Sinai helping to keep the peace between Egypt and Israel, and, last year 165 Army teams, involving over 110 man-years of effort, operated worldwide providing military support and security assistance that ranged from medical help in El Salvador to technical advice about hydroelectric power in the People's Republic of China).

TOTAL ARMY CONTRIBUTION TO MILITARY STRATEGY (28 DIVISIONS AND SOF)

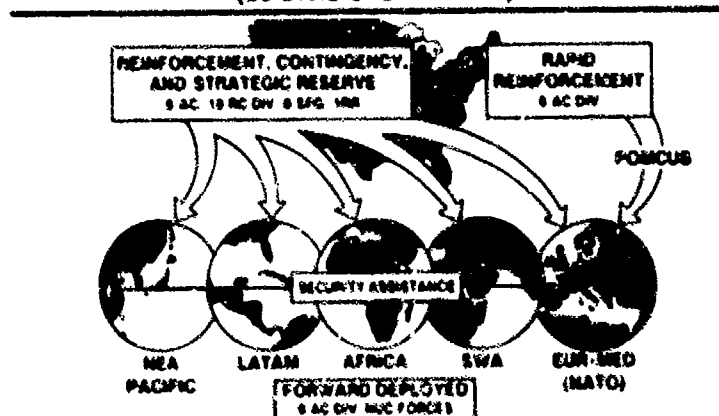


Figure Three

The U.S. commitment to NATO, with the Army's forward deployments and its ability to reinforce rapidly, is particularly important because the Alliance is our nation's forward line of defense in Europe. Forward-deployed landpower has kept the peace in Europe since the end of World War II, longer than any time in the past 400 years of European history. Forward deployments are the "teeth" of our bilateral alliance with the

Republic of Korea. Strong commitments on our part deter aggression or intimidation by the Soviets, reassure our Allies that we are resolved to defend freedom and protect their interests as well as our own, and strengthen our negotiating positions for arms control. In Europe, unilateral U.S. troop reductions—while searching for illusory cost savings—would unravel the Alliance and virtually invite Soviet intimidation or armed aggression.

Joint and Combined Operations

The Army cannot execute the national military strategy by itself. Readiness demands that we be able to fight alongside our sister services and allies. If we had to go to war tomorrow, we would go as a joint and combined force. Army forces would go on someone else's ships and on someone else's aircraft. Someone else would "see deep" into the enemy rear for us when the battle is joined. The Army, by virtue of its business, has to be the most "joint" and "combined" of the services.

In an era of increasingly constrained resources, we must ensure that "jointness" does not wither away. We have made great progress in the recent past, and all the services must protect and strengthen joint programs to enhance our overall military capability.

In May 1984, General Gabriel, the former Air Force Chief of Staff, and I instituted by a Memorandum of Agreement the Joint Force Development Process (JFDP) to further interservice coordination and cooperation. General Welch, the current Air Force Chief of Staff, continues to support this process today. We have implemented over 80 percent of the 37 Army-Air Force initiatives that resulted from an intensive examination of each service's strengths and weaknesses. The two most recent initiatives established the Army-Air Force Joint Readiness Training Center and a flag officer war fighting course. We are now examining some forty-six candidate initiatives submitted by the unified CINCs and the services for possible inclusion in the JFDP. Four initiatives alone have netted roughly a billion dollars of near-term cost avoidance as we have reduced or eliminated duplicative programs. Most importantly, we have improved significantly our ability to wage war effectively.

We remain concerned about the adequacy of airlift and sealift resources, and we continue to support fully the Air Force and Navy in their efforts to improve our strategic mobility. Strategic airlift is most critical in the earliest days of a war or crisis. The Fiscal Year 1992 program will result in about 51 million ton miles per day (MTM/D) of capability against a requirement of 66 MTM/D. The resulting shortfall of about 15 MTM/D will be reduced significantly by the fielding of the C-17 "Airlifter." Our full support for this versatile aircraft cannot be overstated; continued Congressional support is essential.

Strategic sealift is most critical for major force deployments and sustaining resupply. Working under the auspices of an Army-Navy Memorandum of Agreement

on Joint Strategic Mobility Program Development and Coordination, the Army has programmed its discharge capability to match the Navy's sealift delivery profile and satisfy minimum Logistics-Over-The-Shore requirements. Substantial resources are being invested in utility landing craft, logistics support vessels, roll-on/roll-off discharged platforms, and floating causeways. Also, we need to develop fast sealift capabilities that can move our heavy divisions, in a matter of days, to reinforce the European theater or other contingent areas of the world. These airlift and sealift programs must be supported and brought to fruition if we are to meet the strategic mobility requirements of the nation.

The Army also is improving its ability to conduct combined operations by achieving its goals for RSI—Rationalization, Standardization, and Interoperability. RSI is an Army, joint, and allied staff program that improves our conventional war fighting capability by allowing us to field a balanced, ready force capable of training and fighting with forces of allies and other friendly nations. RSI relies on such measures as consolidation of plans, harmonization of tactics, doctrine, and techniques, standardization of materiel and procedures, reassignment of priorities and resources to higher allied needs, and, interoperability of weapons and communications hardware.

Within NATO, Standardization Agreements (STANAGs) help to harmonize concepts and doctrine among the Allies. These STANAGs are being integrated into U.S. documents and will be tested in future exercises, such as REFORGER. A parallel effort in the American, British, Canadian, Australian (ABCA) Armies Military Standardization Program will test Quadrilateral Standardization Agreements (QSTAGs). These QSTAG evaluations will begin with an ABCA Armies Command Post Exercise, hosted by the 7th Infantry Division (Light) at Fort Ord, California, in November. These hands-on evaluations will improve techniques, procedures, and doctrine and will help to achieve interoperable, combined forces.

Exercises such as TEAM SPIRIT and REFORGER enable us to practice both joint and combined operations. TEAM SPIRIT 87, for example, is the largest land, sea, and air exercise in the Free World. A 10-week joint and combined military exercise, it involves about 200,000 military personnel from the U.S. and the Republic of Korea. During Fiscal Year 1988, the Army will participate in 54 JCS-directed or coordinated exercises. These exercises provide invaluable joint and combined training for wartime missions, and enable our

combatant commanders, the CINCs, to practice total battlefield interoperability

chronizing their firepower and maneuver on the battlefield

AirLand Battle

AirLand Battle, the Army's doctrine for combat operations, recognizes the inherently joint and combined nature of modern warfare. It reintroduces the concept of the "operational art" as a focus of military activity between tactics and strategy and takes a unified view of the battlefield that transcends military services, echelons, and national components. Compatible with NATO strategy to include the Follow-on Forces Attack concept for deep operations, AirLand Battle doctrine seeks to exploit the full potential of U.S. and allied forces by syn-

The doctrine emphasizes early offensive action and the execution of attacks to the full depth of enemy formations. To ensure unity of effort on a nonlinear battlefield, all three areas of operations—deep, close, and rear—are viewed as interrelated parts of the overall combat. Deep operations are designed to delay, disrupt, and attrit the enemy's forces and, as a result, shape the battle conditions in which close operations will be conducted; close operations are executed to engage decisively and destroy the enemy; and, rear operations are undertaken to protect our freedom of maneuver, operational continuity, and uninterrupted service support. Figure Four shows these relationships.

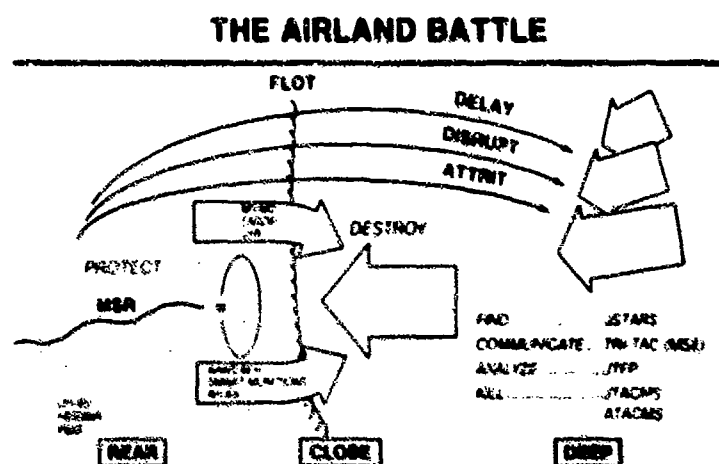


Figure Four

The Army's modernization and sustainability programs are tied to AirLand Battle doctrine. Using joint weapons and C'I systems employing advanced technology, we will "see" deeply and "strike" deeply to slow the momentum of the enemy's second and third echelons that may be located hundreds of kilometers in front of the Forward Line of Own Troops (FLOT). The most prominent of these systems are the Joint Tactical Fusion Program (which will provide commanders a common view of the friendly and enemy situation on the battlefield through Army and Air Force automated, tactical intelligence fusion systems), the Joint Surveillance and Target Attack Radar System, (which will detect, track, classify, and assist in attacking both moving and stationary targets beyond the FLOT), and the Army Tactical Missile and the Joint Tactical Cruise Missile Systems (which will attack deep targets using stealth and

improved conventional ballistic missile munitions). Automated communications (Joint Tactical Communications "TRI-TAC" and Mobile Subscriber Equipment "MSE") will integrate all of these systems and meet the security, reliability, and interoperability requirements of the modern battlefield.

Having disrupted the enemy's attack by our deep operations, we will be able to destroy his first echelon forces in close combat and his surviving forces of other echelons as they arrive piecemeal at the FLOT. While we have already fielded substantial numbers of M1 Abrams tanks, M2/M3 Bradley Fighting Vehicles, Multiple Launch Rocket Systems, UH-60 Black Hawk and AH-64 Apache helicopters, and air defense missiles such as the Stinger (low altitude) and the Patriot (all altitudes), we are placing continuing emphasis on our

modernization program as only one-third of our units have received their new equipment. At the same time, we are pushing hard to develop the future weapons that are needed to conduct successfully the close and rear operations inherent to AirLand Battle. Key systems include: the Forward Area Air Defense System (FAADS), which will give total air defense coverage in the division area; the Light Helicopter Family (LHX), which will provide a family of light scout/attack and utility helicopters with improved combat capabilities; and, the Advanced Antitank Weapon System-Medium/Heavy, which will replace our current manportable (medium) and vehicular-mounted (heavy) antitank weapons.

The potential of AirLand Battle must be fully realized if we are to combat successfully the Soviets without resorting to the early "first use" of nuclear weapons. With AirLand Battle doctrine and Army forces trained, organized, and equipped to optimize its advantages (working in full harmony with our sister services and allies), we can achieve significant leverage over the Soviets with a quantitatively smaller force. We will capitalize on our strengths vis-a-vis the weaknesses of our adversaries—a competitive strategy that combines the superior combat power derived from the courage and competence of soldiers, the toughness of their training, the capability of their equipment, the soundness

of their combined arms doctrine, and above all the excellence of their leadership.

Faced with extraordinary challenges and a demanding national military strategy, the United States Army is a strategic force that is ready today and preparing for tomorrow. As a major component of landpower, Army forces are both forward deployed and poised to fight across the spectrum of potential conflict anywhere in the world. Strength is the essence of deterrence, weakness only invites aggression. We, in all the services, have a great responsibility to provide the leadership that maintains steadfastness of purpose and capitalizes on the resources entrusted to us—human as well as materiel.

The strength of today's Army is its people and their spirit. General George S. Patton spoke about the importance of the human spirit. He said:

Wars may be fought with weapons but they are won by men. It is the spirit of men who follow and of the man who leads that gains the victory.

The soldiers, sailors, airmen, and marines of all services help to guarantee the peace and freedom that we all enjoy—those precious gifts that must be secured by each generation. Our vigilance is required for these values to endure.

Janes's Defence Weekly

April 1987

Force Modernization: The Foundation of Deterrence

America's basic defense strategy since the end of World War II has been to deter aggression and prevent coercion of the United States, its allies, and its friends around the world. Peace, with freedom, is our ultimate aim. The U.S. Army contributes significantly to our nation's military strategy by maintaining balanced, modern, and ready forces that can operate across the spectrum of potential conflict—in NATO, Northeast or Southwest Asia, or low-intensity conflicts in the Third World—establishing the foundation for successful deterrence in today's complex, dangerous world.

AirLand Battle, the U.S. Army's combat doctrine, provides the conceptual basis for the unprecedented modernization programs that are now underway in our Army. The doctrine's operational tenets envisage the synchronization of U.S. and allied combat power in joint

and combined operations. For unity of effort, the three areas of combat operations—deep, close, and rear—are viewed as interrelated parts of the overall battle. Deep operations are designed to delay, disrupt, and attrit the enemy's second and third attack echelons and, as a result, create favorable battle conditions for friendly forces near the Forward Line of Own Troops (FLOT); close operations are executed to engage and destroy the enemy in the vicinity of the FLOT, and, rear operations protect our freedom of maneuver, operational continuity, and uninterrupted service support.

To execute the operations of AirLand Battle, we have begun the acquisition of major sensor, fusion, and weapons systems that capitalize on advanced technologies. Systems for deep operations include the

Joint Tactical Fusion Program (which will provide commanders a common view of the friendly and enemy situation on the battlefield through Army and Air Force automated, tactical intelligence fusion systems); the Joint Surveillance and Target Attack Radar System, (which will detect, track, classify, and assist in attacking both moving and stationary targets beyond the FLOT), and, the Army Tactical Missile and the Joint Tactical Cruise Missile Systems (which will attack deep targets using various improved conventional munitions). Automated communications will integrate these systems and meet the interoperability requirements of the modern battlefield.

The modernization of U.S. Army units that conduct the close and rear operations is about one-third completed. We have already fielded substantial numbers of M1 Abrams tanks, M2/M3 Bradley Fighting Vehicles, Multiple Launch Rocket Systems (MLRS), UH-60 Black Hawk and AH-64 Apache helicopters, tactical wheeled vehicles, and air defense missiles such as the Stinger (low altitude) and the Patriot (all altitudes). In addition, we are cooperatively pursuing the development of the MLRS and terminally guided warhead submunitions with several of our NATO allies.

At the same time, we are planning to acquire other weapons that we need to achieve the full potential of AirLand Battle doctrine. Key systems include: the Forward Area Air Defense System (FAADS), which will give total air defense coverage in the division area, the Light Helicopter Family (LHX), which will provide a family of light scout/attack and utility helicopters with improved combat capabilities, and, the Advanced Antitank Weapon System-Medium/Heavy, which will replace our current manportable (medium) and vehicle-mounted (heavy) antitank weapons.

Modernization is a dynamic process that is expensive and takes time. Reasonable quantities of the most modern equipment must be infused into the force to meet the threat as fiscal resources and technology permits. Our approach has been to field a balanced mix of technologically advanced, new equipment (such as

the M1 tank and M2/M3 Bradley) and product-improved, older equipment (such as the M60A3 tank and M113A3 armored personnel carrier), achieving a "high-low" capability in our forces that is both cost effective and meets the threat in the low-, mid-, and high-intensity environments. We have enhanced the capability of our heavier forces, such as the armored and mechanized divisions, which remain oriented towards Central Europe and the NATO commitment; our Light Infantry Divisions, which are highly skilled, field-tough, 10,000-man divisions capable of deploying anywhere in the world within one week; and, our improved Special Operations Forces, which greatly increase our flexibility and preparedness.

Robust, threat-oriented investments in research and development (R&D) are required to maintain a modern force. We want lighter, downsized equipment that is less "people" intensive; and, we want to increase ready rates, reduce support costs, and fully integrate the human factors into our engineering designs. We are taking advantage of preplanned product improvements to capitalize on advances in technology and to increase the service life of our weapons systems. Where there is a promise of a significant return on investment, we are taking prudent risks, capturing "leap ahead" technology—technology that provides significant military advantages for tomorrow's battlefield. The LHX, the helicopter of the future for the U.S. Army, and the Armored Family of Vehicles, the future heavy tank force, are prime examples.

The strength of allied and American defenses is what deters aggression. The U.S. Army today, by all indicators, is the best that I have seen in my 41 years in uniform. Our forces are tough, trained, and motivated. We are ready for today's challenges and are well on our way toward preparing for those of the twenty-first century. Modernization of our forces is the only way that we can keep our guard up, maintain the peace, and secure our freedoms for ourselves and those who follow us. These blessings are not free, but they are well worth the cost.

Report to Congress ARMY IMPLEMENTATION OF TITLE V, DOD REORGANIZATION ACT OF 1986

April 1987

"The Changing Role of the Chief of Staff"

The Department of Defense Reorganization Act of 1986 will change the role of the Service Chief in the most sweeping way since the National Security Act of 1947. The roles and responsibilities of the Chief of Staff are tied to the roles and responsibilities of many other key players in the Department of Defense; hence it is not possible at this point to predict clearly just how the role of Chief will change and how much it will change. Despite the varying impact of individual personalities in shaping relationships, the Act redefines the boundaries within which those personalities will be able to develop roles and relationships. Reorganization clearly diminishes the authority heretofore exercised by the Chief. Consequently, his ability to accomplish those responsibilities traditionally associated with the position of Chief of Staff also will be curtailed.

This paper discusses some of the potential problems associated with the changing role of the Chief: first, as a Service Chief concerned with the internal leadership and management of his Service; second, as a member of the Joint Chiefs of Staff concerned with joint affairs, and last, in his relationship with the Commanders in Chief (CINCs).

HISTORICAL PERSPECTIVES

In the first role, the Chief's traditional responsibilities have been shaped by the directives of the Service Secretary and by historical as well as statutory precedent. Starting with the vision of Secretary of War Elihu Root in 1903, the role of the senior uniformed officer has evolved significantly as Root sought to transform the position from that of a commanding general to that of a Chief of Staff who would serve as the Secretary's principal military adviser, coordinator of the Department actions, and developer of programs. Root recognized that the Secretary was not well served by the Commanding General of the Army who abandoned Washington for the field in wartime. He needed a full-time Chief of the central staff as part of a senior leadership team that could integrate support for war fighting forces as well as develop a vision for fielding

forces suitable to the future.

Root's vision was not fulfilled for nearly four decades because of entrenched resistance by the Department's bureau chiefs and natural tension between the Chief of Staff in Washington and field commanders. Franklin Roosevelt's refusal to allow George C. Marshall to take command overseas solved the question of the Chief of Staff's proper wartime role. The high regard between Secretary Stimson and Marshall, his Chief, resulted in a team effort that matched the demands of a global war.

The National Security Act of 1947, as amended, codified the leadership experience of World War II and established the Department of Defense organization of the post-war period. Root's basic principle, when observed, has worked well throughout this post-war period: that planning must be fully integrated within the Department, and that the senior uniformed officer of the Army is uniquely experienced to carry out decisions as well as to support the Secretary with advice on the impact of planning, organizing, equipping, training and deploying Army forces to the operational theaters. Moreover, the Chief of Staff, by virtue of his authority as well as his credibility born of experience, is able to infuse the Army with a sense of purpose and to galvanize action in the fulfillment of that purpose and in the implementation of decisions by civilian authority.

As an illustration, Root's principle served the nation well during the major force buildup for the war in Vietnam, and subsequently for the extensive demobilization beginning in 1973. Army Chief Harold Johnson presided over a 50 percent expansion of the Army. Army Chief Creighton Abrams similarly applied his unique professional talent and leadership style to the reduction of the Army while preserving a 16-combat division combat capability. Because solid civilian-military teams based on the Root principle existed during these two periods of a major change in the Army, the Chiefs of Staff were able to carry out their unique responsibilities by virtue of their statutory authority and direct control over an integrated military staff.

THE SERVICE CHIEF

Given the nature of today's threat and the resulting missions and resources entrusted to the Army, the need for a strong leadership team of the Secretary of the Army and the Chief of Staff appears to be even more critical today than in the past. While fully recognizing the principle of civilian control of the military, the Secretary and Chief must maintain a mutually supporting relationship in which each carries certain insights, qualities, experience, and perspectives to his position. The Secretary is appointed by the President and provides, among other qualities, political acumen, business expertise, and a civilian outlook. The Chief of Staff, because of his operational experience and participation in military councils, offers an informed military perspective to decision making and, because of his tenure, the capacity for vision as well as execution and follow through. Each complements the other to form an effective civil-military team that provides sound direction for the Army and accountability to the Congress for missions and resources entrusted to it.

Before enactment of the Reorganization Act, Title 10 specifically stated that the Chief of Staff was "directly responsible to the Secretary the efficiency of the Army, its preparedness for military operations, and plans therefor," a role that, by virtue of his experience, he is uniquely qualified to carry out. As "steward for military preparedness" the Chief was charged with the overall responsibility for the Army's readiness for combat. While a regional combatant commander is mostly interested in near-term readiness and sustainability and possible conflict in his part of the world, the Chief is charged with finding that balance of force capabilities and readiness that allows the Army to respond rapidly any place in the world without mortgaging the future by denying investment in modernization and strengthened force structure. The Chief is, therefore, responsible to the Secretary for balancing near-term and long-term objectives, low-intensity and high-intensity combat initiatives, as well as regional and global responsibilities. He is held accountable by the Secretary and Congress for building programs and budgets to accomplish these ends. Thus, the Chief is in the daily business of distributing risk across time, across geography, and across levels of potential conflict by finding the best balance of resources for each of the four pillars of defense—structure, readiness, sustainment, and modernization. With the assistance of a military staff over which he presides, and with his background, credibility, and experience as the Service's senior military officer, he provides an integrated and coherent

military viewpoint. His recommendations constitute the military perspective that the Secretary needs in making considered decisions about the Service.

Unfortunately, the Act hinders the capability of the Chief to provide an assured military perspective to the Secretary and to oversee effectively the execution of decisions. In short, the Chief may now have a far more complicated job in trying to build and to execute coherent programs based on Secretarial decisions. With the merging of parts of the Army Staff with parts of the Secretariat, lines of staff authority have become unclear. Especially with regard to research, development, acquisition, and budget matters, the Chief will have no designated staff capability. The potential exists, particularly in situations that are fast moving or heavily influenced by political or business considerations, for actions to be directed and programs adjusted without the Chief's or Vice Chief's timely input. Where he previously presided over a complete staff that enabled him to be a "steward for military preparedness," he no longer has a fully integrated staff responsible to him that provides a comprehensive military perspective across the board from developing doctrine to putting equipped and trained forces in the field.

Although the acquisition and comptroller staffs are charged by the Act to be "responsive" to the Chief ("responsible" to the Secretary), the arrangement is tenuous and personality dependent. It puts several of the assistant secretaries in a unique, perhaps awkward, position where divided loyalties and growing autonomy may be fractious. For externally oriented functions like legislative liaison and public affairs, the merged staff makes good sense, but for functions essential to fielding effective and suitably equipped forces, the merged staffs may not have assured formal access to senior uniformed inputs. The new arrangement, which bifurcates the military staff functions between the Secretariat and the Army Staff, tends to violate the principle of "unity of effort." Ironically its effect may be to reverse the historical trend of unifying and integrating the disparate, independent thrusts of powerful entities like the old bureau chiefs.

A practical example of this bifurcated staff authority is posed by the relationship between military requirements, which remains a function of the Army Staff, and acquisition, which now resides in the Secretariat. While the break between requirements and the acquisition of the end product seems clean, it is really an interactive relationship. Requirements, which are based on the concept of how we plan to fight jointly

as well as in coalitions, provide the rationale for the systems to be acquired. But these requirements are tempered by the art of the technologically possible, by fiscal affordability, and by man-machine interface considerations. So the relationship between requirements and acquisition is a dynamic and interdependent one that requires close teamwork between developers, users, and providers from the inception of development through handoff to the providers and the users. The potential danger in moving acquisition wholly to the Secretariat is that it could break a vital link in the chain from the development of doctrine through the definition requirements to the deployment of equipped forces. By moving the acquisition link to the Secretariat, its connectivity to military requirements and doctrine will be more difficult to assure and, thus, concept-based military requirements could lose priority as the governing rationale for the acquisition of systems.

Similarly, there are potential problems posed by the relationship between programs and acquisition. Since the Chief and his staff remain responsible for planning and programming, they are charged with integrating the people and training for the weapons systems to be acquired in the 5 years covered by the Program Objective Memorandum (POM). With the acquisition function solely in the Secretariat after the reorganization, the integration and balancing process that produces all the aspects of a fielded system in the total program will depend on a smooth relationship between the programmers and the acquisition people. However, the Act creates an inherently awkward arrangement between programs and acquisition that may produce compromised solutions that are the least objectionable to all parties rather than those best suited to the needs of our forces.

In sum, it is apparent that the Chief's ability to serve as "steward for preparedness" will be made considerably more difficult under the Reorganization Act. Predictably, he may spend much more time and effort in the coordinating and integrating role (even to the extent of lobbying within his own Service) than when he presided over a complete military staff.

THE JOINT CHIEFS

There is also cause for concern about the impact of the Act upon the second major role of the Chief, that as a member of the Joint Chiefs of Staff. The clear intent of Congress was to foster a major joint national military establishment, to streamline joint decision making, and

to give the Chairman more authority by making the Joint Staff more responsive to him. However, by eliminating the opportunity and the obligation of the various Joint Chiefs to serve at various times as acting Chairman, reorganization has eliminated one of the strongest incentives for the appreciation and dissemination within the Services of the national (thus joint) perspective. A greater concern, though, is the uncertainty about the true role of the Joint Chiefs of Staff in decision making. There is the danger that the Joint Chiefs would find themselves in the position of merely being informed of decisions rather than being actively involved in making the decisions. This practice is most likely to occur with "close hold" or fast moving actions and, if allowed to occur extensively, would preclude the Chiefs from exercising their statutory roles as military advisers. The new orientation of the Joint Staff of the Chairman and Vice Chairman rather than to the Joint Chiefs could aggravate this problem. While giving the Chairman a responsive and loyal staff is a positive step in many respects, it has the potential side effect of cutting out the Joint Chiefs on preparatory information they need in order to provide relevant advice to the Chairman and to the National Command Authority during crises or in the development of strategic issues and negotiating positions.

THE CHIEFS AND THE CINCS

The relationship between the CINCs and the Chief of Service involves a natural tension between the field and a headquarters, but it is also a complementary relationship. The Chiefs tend to complement the CINCs' somewhat narrower focus in time and geography with a longer term and more global view of the spectrum of conflict. The Chiefs and the CINCs form a healthy set of checks and balances between the broader or strategic picture and our ability to fight today, operationally, in a specific theater.

The Reorganization Act gives the CINCs greater authority over Service resources to the point of challenging the Service's balance of resources among and within the four pillars of defense—structure, readiness, sustainment, and modernization. Some CINCs, for example, have insisted on fine grain detail, such as numbers of artillery shells, in order to debate the Service's program balance in the area of sustainability. Moreover, the Chairman and particularly the Vice Chairman, now strengthened with more authority, may tend over time to serve more as spokesmen for the CINCs than the Chiefs in DOD councils and Congress as they consider Departmental resource issues. While the Services in re-

cent years have tried with considerable success to meet the requirements of the CINCs' Integrated Priority Lists, the Services have at the same time sought to balance near-term needs of the CINCs with longer-term modernization and force structure requirements. Thus, to the extent the Service Chiefs' control over resource issues is eroded, balance among programs and budgetary coherence may suffer. The Chiefs, many of whom have served as CINCs, have the natural background and experience to balance the stated readiness needs of one CINC against the needs of another, as well as against the investment programs for future capabilities. In short, the Act complicates the role of the Chiefs in this balancing process. The symbiotic relationship between the Chiefs and the CINCs is one that bears careful watching as the Act is implemented. It is a relationship marked by healthy tension, and one that has served our defense establishment well.

SUMMARY

In conclusion, only time will tell how the various roles and relationships within the Defense Department will

work out under reorganization. Inevitably, though, there will be areas that will need to be fine tuned. Certainly from the Chief's viewpoint, his role appears to have been made far more difficult both in ensuring that his Service is prepared militarily to meet challenges across the spectrum and in contributing effectively to the joint readiness of our military forces.

As in the past, good people make organizations work, whatever their structural faults. The Army generally has been blessed with solid civil-military teams, but not always. Consequently, it is important to recognize the potential flaws in the reorganization so that we can be sensitive to working them out either through internal administrative procedures or legislative reform or both. This paper has attempted to highlight some of the most apparent potential problems areas with which future leaders will have to deal. As the Services implement the reorganization in good faith, they must work with Congress to identify and to fine tune features of the Act that may be counterproductive to their intended purpose. The Services and Congress owe the nation no less in serving our defense needs.

Address at the INFANTRY CONFERENCE "STATE OF TODAY'S ARMY"

Fort Benning, GA
9 APRIL 1987

This is a special honor for me to come to Ft. Benning for the Infantry Conference. You've talked about the many issues facing the Infantry. You've swapped a lot of stories, war stories from the Active and the Reserve part of the Army, and all that's very good. That is building bridges of experience and group mentoring that makes for a better Army. I'm going to try to add something, something straight off my chest and straight out of my heart for the benefit of the Infantry of the future, because Infantry, like every part of the Army, is in transition.

Almost to a day, thirty-seven years ago, I was sitting in the Electricity Lecture Room at West Point with my other classmates, including Eddie Ramos, the head of the Philippine Armed Forces, and we were choosing our branches based on class merit. My father had been urging me for many, many months to go into the Engineers. He said, "That's the wave of the future in the Army." He had been in World War I and World War II but not

as a professional soldier. He said, "That's where all the rank is. That's where people get to be generals fastest. Go into the Engineers." But I really had a hankering for the verve and the glamour of the Cavalry, and that's what I was going to do. I was going to go into the Cavalry, and when my name was called, a hundred and fifty out of six hundred and seventy-two, I stood up and said, "Wickham Infantry." Now, what possessed me to choose Infantry, I don't really know, but, I've never, over the years, regretted it. I was proudest of the crossed rifles when I wore them on my jacket. I'm proud of my EIB and CIB. I guess the reason I chose Infantry was because when you look at history—and I was impressed by all of that—the heart and soul of an Army and the ultimate purpose of an Army, whatever its nationality, is involved with infantry seizing and holding terrain. That's what makes a difference. All other is support. In a sense, the Infantry was stage center. That's why I chose Infantry, and I'm proud of it and have been proud ever since.

You've heard about some of the challenges we face and some of the good news in the Army, and I'm not going to refresh your memories about the good news. You know it better than I. You see that Army out there. It's the best Army that I've seen in terms of people, and it's an Army that is growing awesomely in terms of its lethality, its equipment capabilities, and its sustainability. We've made great progress, and that's a tribute, I think, to those who went before us and also to the Congress.

I think we face enormous challenges. Title IV, the joint duty needs of officers, is going to be something that we're going to have to work our way through as well as the officer reductions that the Congress has mandated. I just visited late yesterday afternoon with Senator Wilson, and the day before with Senator Glenn, and discussed the officer reduction issue, and, I'm hopeful that we will get a moratorium for 1988 and 1989, if not, a cancellation, but I'm not sure about that. Those are important things as is the four-year PCS issue. Although all of those things have implications that we're going to have to work our way through, what I want to talk to you about, more than those, are the challenges that are going to face Infantry in the near term and in the future.

You know we have a potential in the Infantry to be fragmented. We already have eight or nine infantries, and we're going to have a new one. The Secretary of the Army and I this morning approved the formation of a Special Forces Branch because we feel it's important for the future of the Army and also for the ultimate growth of solid capabilities in the Special Forces—a force that has had some difficult times in the past. One might argue that the nature of warfare has become so much more sophisticated because of the Bradley and all the complications it brings, because of the airborne and the way that you and your weapons are delivered in an airborne assault, because of the attack helicopter capabilities, and because of the light forces and their requirements—all of these things argue for specialization, and there is a potential to pull apart the Infantry.

Now, to be sure, all of the Services have grown in terms of complexity—air tactics with A-10s, F-16s, and the follow-on to the A-10 and its regime of close air support are all very sophisticated challenges for the Air Force. They have a tendency to pull apart the Air Force tactical air community, if you will. So it's not uncommon that we in the Infantry would be susceptible to those kind of tensions, but we must maintain the mentality of a one-Infantry branch because when you think

about it, the way Bill Depuy expresses it, ultimately all Infantry is involved in the "last one hundred yards." You may get there differently. You may get there in a vehicle or with a parachute, or you may get there humping a rucksack, but you're going to get there, and in that last hundred yards, you're all going to depend on certain kinds of basic infantry characteristics, regardless of the way you traveled to the objective area.

Some of those characteristics are important. You can list them yourself, and you may have additional ones yourselves. They are important for the Infantry to nurture throughout the Army. The first characteristic is that the basic skills of the Infantry, epitomized in the EIB, must prevail in the last one hundred yards. The Infantryman must be an expert with his weapon, not a marksman but an expert, and an expert with the grenade because that skill makes a difference when you need to put it in an aperture or a trench. He must be physically fit and capable of sustained demands and stress in the battle area. The second characteristic is one of spirit. You see, infantry in the last hundred yards has to seize terrain, dominate it, and kill what is there. Seizure implies a violence, a violence in spirit but also a tenacity because, when you're on the objective, you can't be pushed off. You've got to stay on that piece of terrain, and that's all tied into the last hundred yards.

The third characteristic for all of us in the Infantry is courage. We don't know about courage. We all think we've got it. We hope we've got it. We know if we have it when the bullets begin to fly, when they crack over our head, or when they tear into our flesh. Some of us have seen that, and some of us have carried bullets around. We can build the capacity to deal with the problems of fear by building confidence in ourselves, our leaders, and our weapons.

A fourth characteristic—appreciation of terrain—is something that the Infantry, in my humble opinion, is beginning to develop effectively once again. We tend to put our heart and soul behind an individual weapon, a crew-served weapon, a vehicle, or a parachute. However, I don't think that we, as Infantry, understand enough about terrain or how to develop in our young people a sense of terrain, how to use terrain as a friend, a friend that gives us cover, concealment, and fields of fire. How do we do that? How do we develop that sense of terrain? Civilians drive around the countryside for a look at the beautiful view. They don't look upon the countryside as a place to be assaulted or defended, and yet that's the very kind of thing we must develop in our young people if we are to have those important characteristics that will bring success in the last hundred yards.

The fifth characteristic that I think is awfully important in that last hundred yards is something that Benning is all about, right here: it's known as "Follow me." Because with the concept "Follow me," we are developing the capacity in those that are led that when the leader is killed, there are plenty of followers who can take over. It's that synergism of the leader to the led and the mentoring of the led that enables the team to prosper, to sustain, and to maintain the momentum during the last hundred yards when the leaders get killed. When the lieutenants are gone, the sergeants take over, and when the squad leaders are gone, the fire team leaders take over. Those are some of the characteristics that I think are important for us to nurture in this Army of today and the infantries of today. Together, these characteristics argue for a "generalist" approach instead of a "specialist" approach.

Now, there are plenty of opportunities for multiple proponents in the Army because there are a lot of barons in the Army. The barons want this, and the barons want that. Unfortunately, to a degree, this produces tunnel vision because we cannot buy this particular thing off the candy shelf or that particular thing. We've got to buy what is good for the Army. I remember one time I went to see my great mentor, Harold K. Johnson, a few days before he died. I was his Executive Officer many years ago. Harold K. Johnson had a profound influence upon me. He cared about people and he cared about excellence and ethics. Harold K. Johnson gave me an awfully good piece of advice, despite his pain and the imminence of death. I asked him about general officer selections, not names, but the process. I was seeking some advice—and it dealt with equipment also. He said, "You must make the decisions for the overall benefit of the Army. You're going to be tugged into narrow little nooks and crannies for parochial interests but make the decision for the overall benefit of the Army." Rise above it. It's tough to do. It's fun down in the mud. It's awfully easy to be down among the details. It's awfully good to be a prisoner of the in-box and to deal with stuff that's given to you. It's much more difficult to champion new ideas, to rise above the fray, and to have a vision that carries a unit or an organization beyond the nearsightedness of day-to-day life. We need one Infantry, one proponent, and it has got to be here at Ft. Benning. It's got to be the Ed Burbas, the John Fosses, and the Ken Leurers who will come down here subsequently to speak for the Infantry, to speak for Infantry doctrine, to speak for Infantry tactics, battle drills, and equipment.

Now, that raises questions about the structuring of the Army and Infantry. There has been a lot of talk around

the Army that we need combined arms battalions, all we need do is take tanks and infantry and merge them together in a common unit and have combined arms units. I talked to my good friend, General Hans-Henning von Sandrart, the German Chief, to Glenn Otis, and to many others about it. Do you know what's wrong about the combined arms concept? It's great the first day in the first battle. It might be great for the covering force, but it's "bad news" thereafter because subsequent battles beyond the first one require the flexibility of cross attachment. After all, what is our doctrine? Our doctrine is one of flexibility. AirLand Battle does not advocate a rigid structure that doesn't change the task organization. What's METTT all about? METTT is the commander's estimate. It brings out the commander's involvement, his subjective judgments, the art, if you will, of winning on the battlefield. METTT insures flexibility. And so, in a sense, when we say we ought to commit ourselves to a common type of organization, a combined arms battalion, we fly in the face, in my humble opinion, of our very doctrine.

We're also undermining ourselves at the National Training Center. We have the best training in the world there, bar none, and I've seen training in forty countries and their armies. But, it's expensive. One rotation is six million bucks per battalion out there, and we do almost thirty a year. We're doing some things wrong out there. Some battalion commanders are forming "preordained" task forces at home station for long periods of time, taking them out there to NTC, and using them without any change. We do it to ourselves because the pace of events at the NTC is so rapid, and the OPFOR is so good. The OPFOR can FRAGO all their maneuvers so that there's not much time for troop leading, much less time for cross attachments. The units find out then that the safest thing to do out at the NTC is to stick with the task organization they prearranged at home station through the whole exercise, live fire, as well as MILES.

Is that consistent with our doctrine? I don't think so. We need to generate the opportunities for using METTT and the commander's estimate the way they were really doctrinally intended. Otherwise, why have a doctrine? We have a doctrine that allows us, if you will, to do the equivalent of driving an automobile in the nighttime. It allows us to see beyond the "beams of our headlights," and we need to be able to do that. Otherwise, I think that we are undermining our doctrine, and we're teaching wrong lessons to the young people who will have to survive on tomorrow's battlefield. I believe the Army of Excellence structure and the AirLand Battle doctrine, the concepts of METTT, commanders' estimates, and

the five-paragraph field order—that goes back to George Marshall's days down here—are basically sound. I think the concept of combined arms battalion is unfounded, in my humble opinion, but I know we're experimenting with it in parts of the Army. I'm all for experimentation. Let us, however, understand the implications of it in terms of the doctrine, and let's be sure that we act in a coordinated fashion and in a way that deals not only with NTC but also tomorrow's battlefield.

Army 21 is part of that issue. Where should we be headed in the next century and the next decade or two in terms of technology? It's helpful for us to look at technology in terms of what industry ought to do. But, unfortunately, Army 21 tends to become mesmerized with Central Europe and tends to focus more on combined arms types of units and less on the flexibility of our doctrine, and less on the low intensity area of the world. Carl Vuono, Hans Henning von Sandrart, and I have talked a lot about that, and we all agree.

There are other NTC issues that I think we need to work because, in a sense, the Infantry is the master integrator of all of the combined arms. In some ways, the NTC is capitalizing on today's technology when it has the potential to reach to the future. We're using HIND look-alike helicopters out there. Some of you have seen them, and we're using a fair amount of fixed wing aircraft, all operating in the same regime. I'm not sure that we Infantrymen, as the master integrators of combined arms, are doing all that we should to capitalize on the synergism and control of all of the combined arms. One in particular that I believe Infantry doesn't totally understand—I'm not sure the other branches really understand it either—is Army Aviation and the potential for Army Aviation to influence events on the battlefield, not only in terms of killing ground vehicles, but killing aerial vehicles that may pose an even greater threat to you on the ground than ground vehicles. How do you use Army air assets that you control in larger number than USAF fixed wing? Army air is not allocated to us or apportioned. They belong to us. How do we use them? How do we manage the air space so that it doesn't become an encumbrance to indirect fire? I'm not sure we understand that very well. Actually, Benning and Rucker ought to be in lockstep in terms of developing the doctrine and working it out. We don't do it now at the NTC. Everybody's flying around, there are no air corridors, etc. There's obviously no indirect fire, so the pilots don't have to worry about that. But we need to work that, and the pilots that are flying out there need to understand that it's not a free for all. As the master integrator, I think this area is one of the big challenges for the Infantry.

Another point that I leave with you is a challenge—and Ed Burba talked a little bit about it—how do we lighten the load of the Infantry soldier, whatever his mode of transportation? We're doing a lot there. New cold weather gear saves precious pounds. GORTEX and LCE capitalize on technology. There are opportunities in the future. The German G-11 weapon weighs as much as the M-16 with three hundred rounds. With the G-11 you can carry six hundred rounds with the same weight as three hundred with the M-16A2. It's very lethal and extraordinarily accurate. I fired it, and you can put a quarter over the results of a three-round burst because you get no recoil until the third round is out. It lightens the load, and it improves the lethality. The Army needs the proponentcy of the Infantry. The Infantry needs to be in the driver's seat in terms of doing our very best to lighten the load. We should be insisting—because the Artillery is less willing to do it—let the M198 be made lighter than it is today. The M198, medium artillery piece, weighs seventeen thousand pounds. It's because of insistence from DA that we're now driving it down to nine thousand pounds using composites.

There are other opportunities in terms of building vehicles, weapons, and the capabilities on the ground. And the Infantry needs to be in the driver's seat or at least be a "hamshank" to be sure that progress occurs. Now we have a little bit of an issue here, and John Foss knows about it. He and I have talked about it. What kind of a vehicle do we have for mobile protective guns in the interim? We have the Shendian, an old vehicle that we are keeping together with baling wire and spare parts, parts that we have got enough of through '95. Why don't we buy as an interim vehicle the LAV 25, which the Marines are buying, and they're about to end the production this summer? We could buy just enough of them for the 82d Airborne Division. Well, the problem with all of that surfaced about five years ago when I was Vice Chief and then became the Chief. I'll never forget, it was my first exposure to barons in the Army. The Army had been trying to get the LAV 25 as an item of procurement. We finally got the number down to nine hundred, and that was the convincing number. I got a call from a staffer out of a Congressional conference committee who said, "I've come out of the hearing. We're about to mark zero for the LAV. How does the Army feel about that? Does the Army really want them?" And, of course, I said, "Yes. It's in the President's budget. We really need them. Here's why we need them." And he said, "Well, I don't think your generals want them. I talked to the 82d Airborne Commander and the 9th Infantry Division Commander, and they don't want the LAV at all." We didn't get it. Now in 1987 we want them.

What's changed? Why do we want to buy sixty LAV 25s, on which we can only put a 90 millimeter? What will the 90 millimeter do? It will barely kill a T-62. Maybe we ought to wait for Bob Sunell's group to finish this summer, go out and get an NDI 105 cannon on a vehicle—and they're there, you've seen them—and bring that into the Army because we need them in other units. That comes back to Harold K. Johnson's point: go for what is good for the Army as a whole, not what is good for pieces of it. Benning, the proponent, the master integrator, needs to speak with a single voice about what we will equip the Infantry with. We cannot afford in the Army today, any more than we could yesterday, the various kinds of weaponry that are specifically oriented towards special types of units.

Ed Burba mentioned the AAWS-M. We need that to replace the Dragon, and I think we're going gangbusters to get it. The AAWS-H will replace the TOW. That will come along in good time, and we're going to capitalize on some extraordinary technology. There are a lot of questions about whether we can prevail against the Soviets on the battlefield in Central Europe. We must create doubts in the Soviets' minds. That's what INF and strategic weapons are all about, the uncertainty. That's what MC 14-3, the basic NATO document of "flexible response" is all about: the uncertainty to keep the peace and to keep deterrence.

You in the Infantry must deal with the Low Intensity Conflict area. Army 21 does not address it. It should. It should say that that's the most important area that we ought to address, that the probability of war in Central Europe is the lowest anywhere we face; and, that the risk of involvement in hostilities and to our interests are being challenged in the low intensity area. The Army doesn't understand LIC. One might argue that Vietnam was all about LIC. One might argue that our efforts in Central America are all about LIC. BLAZING TRAILS and the exercise that John Foss and XVIII Airborne Corps just concluded in Honduras are LIC. LIC is not just a province of SOF forces. To be sure, they're important, but LIC involves regular units: light divisions, infantry, air assault, airborne, and maybe even some motorized infantry. So I think we have a fair amount of experience in LIC, but we need to codify all of that. We need to be confident about our ability to explain it, and we need to be confident about developing evolutionary doctrine and tactics, as well as weapons capabilities to go along with it. If the proponent of Infantry, the master integrator of infantry—does not do that, there will be no vision and no direction.

I don't know whether any of you have read these books, *In Search of Excellence* and *The Passion for Excellence*, by some Harvard Business School professors who have studied the Fortune Five Hundred Companies. What they've looked for is what makes some companies successes and others failures, and the single thing that comes out of all of that, in eloquent English—it looks like it came out of an Army manual—is leadership. Leadership that not only cares about people, but leadership that has the capacity to champion new ideas. Championing new ideas is not a friendly task. The world is filled—and the Army is not different—with legions of nay sayers. NIH, "not invented here," is a rampant disease, and there are plenty of critics. "We don't want to do that. It's a dumb idea. I don't support that. I have my own ideas." Championing new ideas is important; otherwise, the organization does not prosper. The light infantry division was an idea whose time was now. There are still a lot of nay sayers in the Army about all that, but if we were not championing it, nothing would happen.

Let me give you a mentoring story. When I went to Korea in 1979, as the CINC I was confronted almost immediately with about a half a dozen accident investigations of helicopters involving wire strikes. Some involved fatalities, all were Class A. My God, what are we doing here? Why is this? Well, you know how it is in Korea, a lot of wires, they string them up overnight. The Army never would fund wire cutters. It just never got on the priority list, and nobody was pursuing it. They had tried it before in Korea, but it never got any results. Well, of course, the easy thing to do was to do nothing. Beating up the Army Staff from ten thousand miles away is a little difficult, but I drove back into the Army Staff the requirements to put wire cutters on helicopters. The Canadians had already finished the development. It wasn't easy, but we were persistent, and now they're all over the Army. You see them on helicopters, and they have paid for themselves a hundred times over in lives saved and in minor accidents that did not become Class A accidents. Where there is no vision, where there is no aggressiveness in pursuit of an idea, things are not going to prosper, at any level.

Ours is a good Army. It's a good Infantry. It's not great. It's on the way to greatness. It's going to be great with leaders like Ed Burba, John Foss, and others, and all of you here, like Bill Harrison and people like that, who have helped keep it moving in that direction, that have vision of their own and are carrying the ball. Leadership is going to make the difference. I read a letter a

few days ago from a young soldier, and he said:

The three years that I've spent in the Army have been very fulfilling. They've been growing years for me. I've learned skills and travelled and had memorable experiences, and I've made lots of good friends, and all of these have really enriched my life. I feel very proud to have served as a soldier. If there is any regret, it is that I did not serve during a time of war, when our country really needed solid Americans to serve and to lay down their lives so our country might ensure. Still, I know that my service was meaningful, and I'm going to leave active duty, knowing that I performed a job well done. In leaving, I say to all of my fellow soldiers, do your job well because that is where honor lies, and that's what service means.

We have young soldiers like this by the thousands, and you know that they're out there. We have a good Army, well on the way to being a great Army. The reason this soldier feels good about the Army is because the leadership turned him on. People made him feel special and important. He was given an opportunity to "be all he could be." We have a climate in our units that allowed people to grow and to prosper, and we put in the hands of these young soldiers the best that we could give them. We tried to be consistent in what we told them to do, and we tried to mentor. *That's what makes a difference—leadership.* I wish all of you bright young people Godspeed in your very important endeavors.

Thank you very much.

Address at the AAAA AWARDS LUNCHEON

Ft. Worth, TX

10 April 1987

Atending the annual AAAA meeting has always been a very special occasion for me—I've gone to others in the years past—because I get to talk about Army Aviation, and I get to see many friends and giants in aviation. These giants have remained good friends of Army Aviation over the years.

I'm a bit of an interloper in Army Aviation. I came into it when I was a battalion commander and had my second exposure with the 101st. In the early days of aviation, you either had to begin to think in 90 knots, or you were finished. That was the lesson I learned there, to orient firepower and maneuver capabilities at 90 knots, not 2.5 miles an hour or 15 miles an hour. That is one of the great achievements, I think, of Army Aviation.

Based on my experience with aviation, I want to share a few thoughts with you about today's Army—an Army that is awfully good. You see it in terms of the capabilities that are in the display rooms here, and you see it all over the Army—the best soldiers we've ever had in terms of discipline and achievements. We have the best equipment, but we're only thirty-three percent modernized. And we've done a great deal to improve the flexibility of the Army. Aviators understand flexibility, not all the Army does. We've tried to make the Army a little more relevant to the times so that we can be strategically deployable, "Johnny on the spot," if you will.

Like the rest of the Army, Army Aviation is better than ever before. Some may argue that it was a mistake to create an Army Aviation Branch, but I am convinced in my heart that it was wise, that it was a vision, that the time was right, and that the future pulled us in that direction. I think the "tiger of technology" has drawn us irrevocably into the era where we had to create a branch.

I think the branch has really done extraordinarily well in terms of building a sustaining capability: the school structure, the quality of instructors, and the capabilities that we are now beginning to breed into the young soldiers, officers, and warrant officers who are going through Fort Rucker. All of this speaks very highly of the Aviation Branch.

We've also created more structure within the Army to capitalize on the capabilities of Army Aviation and to try to bring out of the combined arms greater synergism on the battlefield: Aviation battalions and Aviation brigades at corps- and division-level.

There's a big furor going on within the Army about what the Aviation Brigade should really be. Should it be a maneuver headquarters or just a sustainer of aviation capabilities on the battlefield? I think the answer is both. But there is a priority that we must not lose sight of. I think I learned a little bit of that in the 101st when

we went to REFORGER with the Aviation Group. We tried to use the Aviation Group as a sustainer of capabilities: attack capabilities through FARP's and FARE's to rearm and refuel; a sustainer of air assault capabilities on the battlefield; and a mover of artillery on the battlefield for firepower purposes and command and control. But also when the occasion—when METTT (Mission, Enemy, Terrain, Troops available, and Time)—said that we needed to make use of the Group as a maneuver or a command and control headquarters, we did.

I think it's important for the Aviation folks, as well as the rest of the Army, to recognize that the Aviation Brigade can do both, but we must put the priority on the sustaining capability if we are to draw out of Army Aviation the great promise that it provides in terms of combined arms capabilities.

Sun Tzu, that general of thousands of years ago in China, had a saying: "Regard your soldiers as your children, and they will stand by you always." A rather beautiful turn of the phrase. If we as a people and as an institution are intensely concerned about safety—I know Aviation is—it's because we think of soldiers as our children.

I think the motivation behind safety is a moral one, taking care of our people like they're our own children. That doesn't mean we have to be wimps or have training that is not demanding. Pilots understand that the toughest training—NOE flight and goggle flight on the deck—can be very demanding, but it can be very safe.

When I got to Korea in 1979 I was presented with a series of investigations of accidents from wire strikes before my watch that were now coming to a culmination. These were all Class A accidents with several fatalities. Why is this? Why can't we get this solved?

Why is it that the Army doesn't have wire cutters? The Canadians have them. Well, Don Parker, the aviation commander, said we tried that, but it never ranked high enough in the budget business in the Army so they just have never survived. Well, I was convinced they were going to survive. From Korea we drove the wire cutters into the Army and got them funded, and now they're all over the Army. With the Apache it's going to take a little longer because you've got so many protuberances that have to have wire cutters in front of them. Those wire cutters have paid for themselves 100 times over in savings—in aircraft that have not crashed and in lives that have been saved.

The point I leave with you is simply one of innovation and commitment. The easy way out would have been to say "Well, that's the Army way. We aren't going to get them. They've tried in the past. Let's go on to something else." But when you've got a commitment—they're my children, these soldiers and their families, and when some of them go I am diminished—then I think you can make progress that makes sense and makes history.

Let me give you two examples. We still have a problem with the stabilator in the UH-60. The industry has been, I think, moving rapidly to try to fix that.

We're starting now to put flight data recorders on aircraft. We should have had them on five years ago so that we would have a track record of the stressing of equipment, as well as pilots who may not have been doing things they should have been.

Aviation in the Army has pioneered safety, and that's why we made the Safety Center for ground and air. With the reorganization of the Army Staff, I have pulled the Aviation Center directly under the Chief of Staff, because the Chief of Staff of the Army is the safety officer—I feel that.

As you know, we are continuing the effort to modernize the helicopter fleet. This poses a particular challenge for us, because the threat is growing. The Soviets are out producing us in helicopters, and their technology is, if not neck and neck with us, maybe slightly ahead. They are fielding the HOKUM and the HAVOC helicopters. One of those will be air-to-air and the other one air-to-air as well as air-to-ground. The HIND D is also a very capable helicopter. While I and the 6th Cav folks think the Apache's better, the HIND D is obviously far better than the Cobra. If we are not careful in the aviation community, as well as the other communities of the Army, we're going to slip off of that "tiger of technology."

We're worried about technology and the threat. We are trying to build the capability and the doctrine to deal with them. Part of the capability to deal with the growing threat has been not only to modernize our fleet with current production aircraft—the best aircraft around, the Black Hawk and the Apache—but also to reach into next year's aircraft technology with the LHX. You see, we have to modernize and replace some 7,000 helicopters that are now averaging almost 18 years of life. If we don't modernize them we will be faced in the 1990s with a fleet that is 25 years old. The LHX is the future of Army Aviation.

There's a lot of debate about the LHX. One pilot, two pilots? Do we really need them? What weight should it be? Should it be tilt rotor? Should it be conventional rotor? Maybe we can't afford it. Maybe we ought to buy current production. There is a phrase, you know, "Current production has 100 fathers. Future technology is an orphan." Nobody supports it except those with a vision. There are no jobs with future technology, yet. But if the United States does not produce the LHX, then we might just as well bow out of being a world class leader in rotorcraft technology and production. We have to keep pace with the threat, and we have to keep pace with technology.

We do need a reasonable level of production of current aircraft—the Apache and the Black Hawk. I think we have a particular problem with the Apache. To keep the Apache production alive costs Uncle Army one billion dollars a year. Out of a fifteen billion dollar a year procurement budget, what are we going to give up? Tanks? Bradleys? Artillery pieces? We're already buying a lot of helicopters. That gets back to the point about the need for more resources. I'm hopeful that the Congress will help the Army help itself on the Apache and Black Hawk production while we press on with their support for the LHX.

So as I wind up my comments here, I'd like to leave all of you with four challenges for Army Aviation—humble observations, from someone who loves Army Aviation and has tried in a small way to give part of his life to it.

The first challenge is innovation and pioneering. We have to continue our efforts to think distantly. The temptation, of course, as we grow older, is to think with bifocals on, to get mesmerized with the near term—even at the school houses of the Army. It's important, I think, for the leadership of the Army to have some vision and to have the capacity to reach out with the upper lens of the bifocals rather than to be mesmerized with the near term problems. That means innovation in terms of doctrine and in terms of how we use rotorcraft in air, air-to-air, and air-to-ground roles. We can't afford separate types of aircraft. We have to figure out how we can do the best with one type of aircraft.

We have to be innovative about our requirements so that we can work hand in glove with industry, rather than have requirements documents that are so thick that they drive us to high cost and to high risk. We have to be willing to go to industry with Army equipment, across the board, and say here are the generalized require-

ments that we think we need on the battlefield. What can you and your technology give to us? Let us work together to produce that kind of capability. We've been successful with a number of items recently that enabled industry to give us the best that way, and they like it better. But that takes innovation. And as I mentioned, LHX is innovation.

The second challenge I leave with you is one of speaking with one voice. The Army has many different baronies. The Navy has five navies. How the CNO is able to preside over them all at once is always a trick.

There are people in the Army who argue this way or that way. Once we have firm commitments though, I think we need to speak with one voice inside the institution, and—I'm going to tread lightly here—also in the retired community. (I'm going to join you pretty soon.) I think the retired community needs to help the Army speak with one voice about the things that are important if we are to have a conviction that gets us there. You might have some doubts. You might think we're rediscovering the wheel. Maybe we are here and there. Nonetheless, we need your sustained efforts to garner and maintain support with the public. We must speak with one voice if we are to sustain the momentum of the Army in terms of its requirements and what it is trying to do.

The third challenge I leave with you very briefly is one of jointness. If we have to go to war tomorrow, we will go joint, and we will go in a coalition. It's important for us to recognize that and to work toward jointness.

The management of air space over the battle area is still not well understood. I see it out in the National Training Center, the most demanding training anywhere in the world. We're flying helicopters around out there. We're using HIND look-alike helicopters, and there's a lot of close air support being flown. Aircraft are flying, dropping out flares because they think they have a missile coming up at them, but there's no pucker factor. There's no artillery dropping. Therefore, the airspace management concepts are not being practiced. I'm not sure that we can draw the greatest capabilities out of the combined arms at the battalion task force level, particularly insofar as what aviation, including the Air Force, can do. So I think we need to work in the joint area to sustain commitments.

The last thought I leave with you is one of challenge in terms of maintaining the combined arms vision. Those who criticized the formation of the branch felt—and I

think with some reason—that Army Aviation would move off towards the old Army Air Corps, a separate branch with white scarves in the breeze, and lose touch with the ground. If we are not careful, that could happen. It's a two-way street. The aviation community needs to reach back and pull the ground community into understanding the great capabilities of Army Aviation as the artillery pulled the ground community into understanding indirect fire. We don't have just trucks, binoculars, and artillery in the sky. It's the synergism of aviation as a dimension of combined arms that I think

many in the Army today don't fully understand. That means, I think, Don Parker, that in your propensity you need to be doggone sure that you are investing the future leaders of Army Aviation with a solid understanding of combined arms in the schools.

God bless the Aviation community and the AAAA that does so much for the Army. I'm very proud to be associated in some small way with the giants who are here, who have led the way, and who still lead the way in terms of vision for the Army.

Army Echoes **Army Chief of Staff Joins Retiree Ranks**

May-June 1987

As my four years as Chief Uniformed Steward of the Army comes to a close, I want to share with Army Alumni my assessment of what we have accomplished and solicit your assistance in carrying the Army's story to your communities. Although I have stressed the importance of the Retirement Services Program throughout my tenure, my own imminent retirement naturally has sharpened my focus. I have listened to the solid recommendations of the Retiree Councils, I have supported programs of interest to you, and, I have directed the permanent expansion of *Army Echoes* to six issues a year and sixteen pages an issue. You 620,000 readers need to know what is happening in the Army—for your own benefit and for the good of the Army. We need you to tell the Army story, wherever and whenever you can. We expanded *Army Echoes* to give you the facts.

We have made a great deal of progress since I last reported to you in these pages three years ago. We have moved forward because the Army has had a vision that has balanced continuity and necessary change. Strengthening the quality of our soldiers, as well as the ethical and leadership foundation of our leaders, and the quality of life for our families have been the basis of this vision. With the volunteer force, we are recruiting and retaining the best soldiers for the Total Army that I have seen in forty-one years of uniformed service. Ninety-one percent of our recruits are high school diploma graduates, and the rates of indiscipline as indicated by crimes of violence and crimes against property are the lowest in the Army's history. This recruited, volunteer Active Army will require fewer resources in Fiscal Year 1988 for Active Army recruiting and advertising than were used in 1975.

At the same time, we have made major progress in improving the quality of life for our soldiers and their families. Family medical practice, PRIMUS centers, overseas dependent student travel, expanded child care, programs to reduce suicides and to prevent drug, spouse, and child abuse—all of these things have been undertaken to strengthen family life within our service. The payoffs are enormous because the better the soldier and his family feel about the Army, the better is Army readiness. With fifty-seven percent of the Army married, it is clear that we must continue solid support to families.

Today, the Army is more relevant to the times because we have balanced the force structure and increased the combat power. While the Active Army strength has remained constant over the past four years, we have created twenty new combat battalions and strengthened over sixty other battalions with more combat capability. Moreover, Reserve Component readiness and capability have improved greatly through expanded overseas training, increased use of simulators, enlarged materiel inventories, and the infusion of more modern equipment. Our heavier forces remain oriented toward NATO, while our lighter forces, such as the airborne, air assault, and the light infantry divisions, have increased the Army's strategic flexibility and deployability. The light infantry divisions, with our improved Special Operations Forces, give the National Command Authorities the options needed to handle all challenges—especially low-intensity conflicts, the most likely type of conflict in the future—with rapidly deploying forces.

We have also improved "jointness," the ability to work more closely with our sister services. General

Gabriel, the former Air Force Chief of Staff, and I undertook a roles and missions study that has improved our battlefield procedures and led to significant cost savings. Four of these initiatives alone have led to cost avoidance of over one billion dollars. General Welch, the current Air Force Chief, has fully supported and expanded our joint effort. We're also cooperating with the Navy to enhance our sealift and logistics over-the-shore capabilities and with our allies to improve combined operations. Our doctrine, AirLand Battle, captures the joint and combined nature of modern warfare and emphasizes the operational art, the military activity between tactics and strategy. We have seen increased interest in military history, staff rides, and professional reading that helps prepare our leaders for war.

Stewardship is a key element of our vision as we must husband scarce resources. Productivity-enhancing technology, such as the Palletized Loading System and Mobile Subscriber Equipment, can save precious manpower and substantially improve combat operations, especially in the area of combat support and service support and "leap-ahead technology." The LHX helicopter, for example, is a combat multiplier with great potential. Increased contracting competition and multi-year procurements are driving down the prices of new hardware and spare parts while enhancing product quality. For example, by competing the contract for the canister of the Mark V protective mask, we reduced the unit price by fifty-one percent and realized a total savings of almost three and one-half million dollars. Three years ago we competed forty-two percent of the dollar value of our procurements. Now it is over fifty-three percent and it is going to be fifty-six cents on each dollar by the end of this year. When we look at contracts, the Army is now awarding eighty-four percent of all contracts competitively, this compares to fifty-seven percent in 1984.

Improved safety practices, both ground and air, have saved lives and materiel. Last year, for example, was the safest year in Army's history. These practices are important in war as well as peace. Above all else, the stewardship of people is the critical dimension, and we have taken unprecedented steps to strengthen the professional development of officers, warrant officers, NCOs, and civilians. More effort will be required in the future as we focus on the civilian component.

As we pursue the Army's vision into the future, Army leadership needs your sustained efforts to garner and to maintain support with the public. Each of you should continue to talk up the Army because while we have

a solid story to tell, we have a lot more that needs to be done. First, the Army's share of the defense budget—twenty-five to twenty-six percent over the last decade—does not adequately reflect the Army's contributions to, nor the requirements of, national security. Faced with extraordinary challenges and a demanding national military strategy, the United States Army has helped to bolster deterrence as a strategic force that is both forward deployed (about forty percent of the Army is overseas) and poised to fight across the spectrum of potential conflict anywhere in the world. While nuclear weapons have avoided the costs of an adequate conventional defense, if we truly wish to reduce nuclear weapons, we, as a people, must commit ourselves to upgrading the conventional capabilities of U.S. and other NATO forces.

Second, we need to sustain American support for a modern, volunteer Army. As we face the reality of a shrinking manpower pool, recruiting quality soldiers will become increasingly more difficult. If the American people are serious about defense and wish to avoid the necessity for a draft, they must continue to support enlistment and retention incentives, such as the GI Bill, Army College Fund, bonuses, and reasonable pay. Additionally, we must continue to maintain the Army's equipment modernization program—which is only one-third complete—because the best soldiers deserve the best equipment we can provide.

Finally, the Army leadership needs your support in our efforts to rescind the two and three percent cuts in officer strength mandated for Fiscal Years 1988 and 1989. We are taking the one percent reduction for this fiscal year with some pain by reducing accessions and releasing junior officers from active duty early. Further reductions would force us to drop field grade officers with combat and professional experience. The truth of the matter is that we have needed more and not fewer officers. The requirements of the changing battlefield, high technology, and our force structure have driven the increases in officer strength for maneuver, aviation, communications, medical, and intelligence units, and Special Operations Forces. The reduction of officers equates largely to a direct loss in combat power.

Ours is a good Army—the best that I have seen during my service—and it is getting better. The difference has been and will continue to be quality soldiers and quality leadership. We are working hard to nurture a climate of command in the Army with leadership that cares, teaches, mentors, and allows people the "freedom to grow" so that they can mature and capitalize

on their God-given talents. A sergeant in Germany summed up what we are trying to achieve:

The three years I have spent in the Army have been very fulfilling, growing years. I have learned job skills, traveled, had memorable experiences, and made many friends. These experiences and friendships have enriched my life.

I feel very proud to have served as a professional soldier. If there is any regret, it is that I did not serve during a time of war, when our country truly needed "real Americans" to serve and to lay down their lives so our country might endure.

Still, I know that my service was meaningful. I will leave active duty knowing that I performed "A job well done." In leaving, I say to my fellow soldiers: Do your job well because that is where honor lies...and what service means.

This soldier's words and deeds speak volumes about the human spirit and willingness to fight for peace and freedom. As I retire as Chief of Staff, U.S. Army, I am most proud of our soldiers, their spirit, and their patriotism. Our men and women in the Army will safeguard the blessings of liberty for us and our children. As I join your ranks, I am confident that our future is in good hands.

Farewell Letter to Major General Robert F. Cocklin, AUSA Ret.

Executive Vice President
Association of the United States Army
for AUSA News
11 May 1987

Once in a great while Chiefs of Staff get to do what they want to do, so I want to take this opportunity to thank you and the membership of our Association for the abiding friendship and support that you have shared with me and our superb soldiers. Together, we have moved our beloved Army further on the road to greatness over the last four years, but more remains to be accomplished. So, as I end my active career I would like to dispense some kudos and issue a challenge or two.

With AUSA's solid backing, we have been able to focus our efforts on achieving our vision of increasing the overall readiness of the Total Army. We have strengthened the quality of our soldiers and the quality of life for their families. The climate of command has been improved through a resurgence of ethical, caring leadership at all levels. We have balanced the force structure and increased our combat power. Our AirLand Battle doctrine and the Joint Force Development Process have made "jointness" more than just a word. Finally, we have improved our stewardship of the technological, acquisition, and materiel elements of the vision.

The AUSA has made many contributions to the advancement of our vision of an Army ready for combat. As a result, community leaders, the media, and public decision makers have had available to them sound, timely, and objective information. Your Landpower Education Fund has published widely read special reports, papers, and the annual *Issues Impacting on the Land Forces of the United States*. You deserve special credit for your efforts on behalf of military and civilian pay raises and retirement issues, the GI Education Bill, binary chemical weapons, the Bradley Fighting Vehicle, force modernization, and each of the Army's budget submissions. In all, the AUSA has helped significantly to improve the combat effectiveness of the Army, and we acknowledge the tremendous debt the Army and the Nation owe to AUSA for focusing attention on these and other issues so vital to our security.

Seemingly, our many achievements could lead to the conclusion that our work is finished. There is nothing further from the truth. Of the many challenges still facing us, four come readily to mind in which the Army leadership will need your sustained efforts to assure continued public support for national defense. First, the Army's share of the defense budget—twenty-five to twenty-six percent over the last decade—does not adequately reflect the requirements of national security nor the Army's contributions as a strategic force.

If we wish to reduce nuclear weapons and at the same time maintain a credible deterrent, we must commit ourselves to upgrading our conventional capabilities and those of our allies. Second, given the reality of a shrinking manpower pool, we must continue to recruit and retain quality soldiers for the Active Army, National Guard and Army Reserve. If the American people wish to avoid the necessity of a draft, they must support enlistment and retention incentives, such as the GI Bill, the Army College Fund, bonuses, and reasonable pay. Third, we must maintain the momentum of the Army's modernization program because to this point only one-third of our units have the modern equipment they need and deserve. Fourth, we must all give to my successor even more than you gave to me. His task is large, and he cannot accomplish it without your friendship and support.

The United States Army is good. It is the best that I have seen during my thirty-seven years of commissioned service. It is not a great Army, but because of your efforts and the support of the American people, it is getting better. I salute the AUSA for its achievements and challenge it to sustain its commitment to service on behalf of peace with freedom. We have done much together to make our good Army great, and, as I join the ranks of the retired cohort of the AUSA, I am confident that our future is in good hands.

Address at the GRADUATION OF THE CLASS OF 1987 UNITED STATES MILITARY ACADEMY

West Point, New York
Wednesday, 27 May 1987

Distinguished guests, families, and graduating cadets

This is a special honor for my wife, Ann, and me to return to West Point and participate in the graduation ceremonies for the Class of 1987. West Point has deep meaning for us. Forty-one years ago, my formative experiences about duty, honor, and country began here. Also, two of our three children were born here and baptized at the Cadet Chapel during a subsequent tour as an instructor.

One of the inevitable aspects of life is that the young take up the responsibilities of those who have gone before. You members of the graduating class are about to don the Army green at the same time as I—after thirty-seven years as an officer—prepare to lay aside my Army uniform and retire from active duty. You will understand if I say that my emotions run deep today. West Point represents an inspirational starting point for all of us in The Long Grey Line.

On this special occasion, let me offer several congratulations.

o First, To West Point and its superb staff and faculty, congratulations on behalf of the Army and the nation. You have worked well. Your graduates continue to make history, as they have for 185 years, in the defense

of our nation, in all segments in our society, and even in the exploration of space. You educate, train, and inspire young men and women so that they are ready to take their places as leaders of excellence in the Regular Army. There is no institution in the world that better prepares its graduates for the profession of arms than West Point. Thank you for your historic efforts.

o Second, congratulations to the families and friends of the graduating cadets: your support and encouragement have kept these young people on the right path. You can be proud of their accomplishments which in a way are yours, too. West Point presents demanding challenges to its cadets—and that's how it always should be. Character comes from choosing the harder right instead of the easier wrong. Family and friends provide the lifeline that helps us to weather adversity, and also to enjoy in full measure the successes that come our way. Thanks, on behalf of the Army and West Point, to families and strong friends who are represented here today.

o Third, congratulations to the Class of 1987. Clearly your class has accomplished much these past four years, you have earned academic degrees, learned much about leadership, and developed yourselves mentally, militarily, physically, and ethically. As you well know, today marks the end of one phase in your life, but the beginning of another. You have chosen a high road that

will be demanding, and you should never shy away from the tasks ahead. A wise man once said:

*We live in deeds, not years, in thoughts, not
breaths. He most lives, who thinks most, feels
the noblest, and acts the best.*

The challenges that you face will stretch your capacities, but the rewards for service to your country and your own personal development will be worth your commitment. There is no greater satisfaction than that derived from one's devotion to comrades and our fellow citizens. From my own experience, I'm sure that you will never have occasion to regret the choices you have made.

This year, as you know, marks the Bicentennial of the United States Constitution. Two hundred years ago, on May 25th, the Constitutional Convention opened in Philadelphia. Many of the Constitution's authors served as soldiers during the Revolutionary War. Most of the authors were in their thirties and Alexander Hamilton, for example, served as George Washington's aide at age twenty-two.

Our nation's roots, and those of the Army, are intertwined with the Constitution, a document that the framers designed for all centuries. Our values and beliefs are forever defined in this work that constitutes the legal and moral justification for the Armed Forces of the United States.

You understand the Constitution, and the Bill of Rights, because you have studied Constitutional Law. You know, better than most perhaps, that only members of the Armed Forces are charged to provide for the common defense. Only upon our shoulders falls the ultimate responsibility to secure the blessings of liberty for our generation and to pass them on, intact, to the generations upon generations of Americans who will surely follow.

In a few moments, you will take the oath of commissioning. This oath is a sacred trust, one that should never be borne lightly or forgotten. You will pledge, without reservation or regard for personal sacrifice, to "support and defend the Constitution of the United States against all enemies, foreign and domestic, and to obey the orders of officers appointed over you."

Your commission will instruct you that the Commander in Chief, representing all the people of this nation, reposes "special trust and confidence" in your "patriotism, valor, fidelity, and obedience." These are sim-

ple words, but they have extraordinary meaning because they involve the essence of character. Being "specially trusted" comes with it the obligations of dedicated service and behavior above reproach.

Upon receiving a commission, every officer accepts a lasting obligation, no matter what the assignment, to cherish and protect the country, and to sustain the dignity and integrity of its sovereign power, even after the military uniform is put aside. This solemn obligation, is what sets apart the military professional in our society. Just as the United States Constitution was designed for all ages, America will always need soldiers of character, for all seasons, to defend the Constitution.

You assume leadership in the Army during historic times. Our challenges in peacetime, perhaps, have never been greater. At home, we face increasingly constrained fiscal resources as the Congress struggles to allocate funds for competing national priorities. Abroad, the Soviets continue to modernize their Armed Forces and to expand their influence aggressively, regional and low-intensity conflicts are ongoing throughout the world; and, terrorism is an international threat that undermines peace and security. As a society, we see all around us values eroded and quality of leadership wanting in virtually every walk of life.

The global responsibilities of the Army demand balance, flexibility, and readiness—and the need for quality soldiers as well as leaders of exemplary character. Landpower is what changes history, keeps the peace, and protects all that we hold dear. The United States Army is the bulwark of American landpower. The Total Army—Active, Reserve, and Civilian Components—includes 28 divisions, which, with our Special Operations Forces, are prepared to operate across a complex, dangerous spectrum of conflict.

The Army is in the midst of an unprecedented modernization program—a program we must complete with the help of Congress and the American public. We have made great progress during recent years. We have better people, better equipment, better training, and better support than ever before. Although we are a small Army given the size of our assigned missions, we are a good Army—probably the best in the world—and, we are getting better.

Today's Army is a strategic force contributing to deterrence because:

First, about 40 percent of the Army is forward deployed. Thus, the Army demonstrates our determi-

nation to honor defense commitments, to force credible links to U.S. strategic forces, and to fight any aggressor that threatens our interests and those of our allies if deterrence fails.

- Second, as the backbone of America's strategic reserve, six active and ten reserve divisions are available to handle contingency or reinforcement missions, especially our NATO commitment:

- Third, five Light Infantry Divisions, our airborne, air assault, and motorized rifle divisions, plus our Special Forces and Rangers, can quickly deploy anywhere in the world to contain and defuse emerging crises or meet contingencies; and,

- Finally, the Army provides security assistance, performs peacekeeping operations, and can fight terrorism. Thus, our 28 divisions and supporting forces perform absolutely essential roles in the execution of our national military strategy. Moreover, if we as a people are serious about reducing the risk of nuclear warfare, we must be committed to strengthening the conventional capabilities of our Army.

As you enter today's Army as 2d Lieutenants, you will find great opportunities awaiting you. As our inspired recruiting phrases say, "The Army is a great place to start" because you will be given the chance "to be all you can be." I urge you to get off to a fast start—make the most of this golden opportunity because service and life itself are shorter than we think.

Your soldiers are the best I have seen during my military career. They will expect you to be role models of the best—perhaps not perfect in every respect—but very good indeed. You must, therefore, be standard-bearers of excellence throughout your life. This is what your family, your friends, the Army, and The Long Grey Line expect of you.

The difference between a good Army and a great one is simply the quality of leadership. I have tried as Chief of Staff to nurture a climate of command in the Army with leadership that cares, teaches, mentors, and allows our soldiers and families the "freedom to grow" so they can mature and capitalize on their God-given talents. You must help them put those talents to full use. Your challenge will be to provide ethical, caring leadership that sparks the Army's greatest strength—its people and

their spirit.

You will relate to a story I want to share with you because it occurred in the fall of your Plebe year. In October 1983, our Armed Forces carried out a successful military operation in Grenada. With warning orders of only a few days, soldiers from the Army's Ranger Regiment, our Delta Force, and the 82d Airborne Division, along with U.S. Marines, invaded the island to free American medical students who were being held hostage. After the fighting was over, I visited wounded soldiers in various hospitals. As I pinned the combat infantryman badge and the purple heart medal on one young soldier in a wheel chair, the photographers tried to take pictures, but the soldier held up his hand and asked them to wait. He reached into his bathrobe and pulled out a small American flag which had been sewn on his combat fatigues. Placing the flag above the medals and pointing to it, he said to the photographers, "Ok, now you can take your pictures because this flag is what I am proudest of."

This is a story about patriotism of our people and of the soldiers you will lead. As you travel the wide road of opportunity that awaits you in the Army and this great nation of ours, I hope you will be ever mindful of the blessings you share and of what this flag means to you and to me. This is our emblem of national unity, of liberty, and of the world's most successful system of government "of the people, by the people, and for the people." The character of this emblem comes only from the courage, competence, candor and commitment of each generation.

History tells us liberty is never free and every generation must make a down payment of service and perhaps sacrifice for its sake. If we enjoy peace today, it is because of our military strength and because of those who served before us. If we want peace for our children and our children's children, we as a people must remain very vigilant, militarily and economically strong, and led in every walk of life by people of character so that their values can be emulated and endure.

And so young officers of our Army, go out from this great academy with its commitment to duty, honor, country, join The Long Grey Line, and, really make a difference during your lifetime. As St. Matthew said, "Let your good works glorify your Maker." Make history on your watch. Make all of us who cheer you and pray for you, proud! God bless you all.

SOLDIERS

23 June 1983 to 22 June 1987
June 1987

Reflections

As my four years as Army Chief of Staff come to a close, some ask what has been accomplished and what challenges remain for the future. These are difficult questions to answer, of course, because many initiatives start or end on someone else's watch. Every Chief builds on the progress achieved by his predecessors, for example, the COHORT and Regimental systems, designed to reduce personnel turbulence and foster unit cohesion. Continuity and change are important in the life and vitality of any organization.

The Army has a vision that balances both continuity and change. Strengthening the quality of our soldiers, the ethical and leadership foundation of our leaders, and the quality of life for our families has been the basis of this vision. We're recruiting the best soldiers that I've seen in forty-one years of uniformed service, and I think we've made major progress in improving life for them and their families. Family medical practice, PRIMUMUS centers, overseas dependent student travel, expanded child care, programs to prevent drug, spouse, and child abuse—all have been undertaken to strengthen family life within our service. The payoffs are enormous because the better the soldier and his family feel about the Army, the better is Army readiness.

Today, the Total Army is more relevant to the times because we've balanced our force structure and increased combat power. Reserve Component readiness has improved greatly through expanded overseas training, simulators, and equipment modernization. Our heavier forces remain oriented towards the NATO commitment while our lighter forces, such as the airborne, air assault, and especially the light infantry divisions, have increased the Army's strategic flexibility and deployability. The light divisions, with our improved Special Operations Forces, give the National Command Authorities the options needed to handle all challenges with rapidly deploying forces, especially low-intensity conflicts, the most likely type of conflict in the future.

We've also improved "jointness," the ability to work more closely with our sister services. Several years ago, General Gabriel, the former Air Force Chief of Staff,

and I undertook a roles and missions study that has improved battlefield procedures and led to significant cost savings. General Welch, the current Air Force Chief, has fully supported and expanded our joint effort. We're also cooperating with the Navy to enhance our sealift and logistics-over-the-shore capabilities and with our allies to improve combined operations. Our doctrine, AirLand Battle, captures the joint and combined nature of modern warfare and emphasizes the operational art, the military activity between tactics and strategy. We've seen increased interest in military history, staff rides, and professional reading which helps prepare our leaders for war.

Stewardship is a key element of our vision. Productivity enhancing technology can save precious manpower and substantially improve combat support and service support, and "leap-ahead technology," like the LHX helicopter, is a combat multiplier with untold potential. Increased competition and multi-year procurements are driving down the prices of hardware and spare parts while enhancing product quality. Improved safety practices, both ground and air, have saved lives and material. These practices are important in war as well as peace. Above all else, the stewardship of people is the critical dimension, and we have taken unprecedented steps to strengthen the professional development of officers, warrant officers, NCOs, and civilians. These investments are sound because leadership makes the difference between a good Army—and great one.

As we pursue the Army's vision, there are several challenges that we must confront in the future. First, despite increasingly constrained resources, the Army must always be ready for war—so as to deter it. Readiness is our number one task. Developing warriors, training at the Combat Readiness Training Sites in CONUS and Germany, and conducting overseas exercises, such as REFORGER, BLAZING TRAILS, and TEAM SPIRIT, are the types of activities needed to build readiness. Second, we must continue to maintain the Army's modernization program because only one-third of our requirements have been met. While budget and

program reductions have slowed the process, reasonable quantities of modern equipment still are flowing into the force to meet the threat. Finally, we must continue to strengthen the Army's human dimension. Programs to recruit and retain quality soldiers and to provide a reasonable quality of life for them and their families are working well, but they are fragile and will need continued support. This includes nurturing the climate of command in the Army with leadership that cares, mentors, and allows people the "freedom to fail" so that they can mature and capitalize on their God-given talents.

Ours is a good Army—the best I've seen during my long service—and it's getting better. I remember almost four years ago when, after Grenada, I was decorating some Rangers who had been hospitalized. One badly wounded soldier, with a Purple Heart and Combat In-

fantryman's Badge pinned to his robe, raised his hand and interrupted a photographer:

"Wait a minute," he said, and he reached into his pocket and took out a small American flag which had been worn on his uniform in Grenada. Placing it above the decorations, he said: "Now you can take my picture, because this flag is what I'm proudest of!"

This soldier's words and deeds speak volumes about the human spirit and man's willingness to fight for peace and freedom. As I step down as Chief of Staff, U.S. Army, I am most proud of our soldiers, their spirit, and their patriotism. Our men and women in the Army will safeguard the blessings of liberty for us and our children. I'm confident our future is in good hands. God bless you all.

Address at the NATIONAL SECURITY SEMINAR

Army War College, Carlisle, PA
5 June 1987

The United States Army: A Strategic Force

It's a pleasure for me to be here this morning to address the 33d Annual National Security Seminar. I had the opportunity to talk to the War College class at the beginning of the academic year. My visit here again allows me to update these future leaders of the Armed Forces at the end of my watch as Chief of Staff and to talk about the Army to you distinguished Americans who sit among them. The War College students are fortunate to be able to share experiences, knowledge, and points of view with you guests of such stature and talent. Thank you for joining us as we discuss issues of importance to our nation's security and welfare. I think that your attendance here is a true measure of your personal interest and concern.

Since the theme for this conference is National Security, I would like to start my message by discussing the role the U.S. Army plays in our national defense. I want to make it clear from the outset that I firmly believe that the balanced, military capabilities of the Total Army—29 divisions and the Special Operations Forces—make it a strategic force whose global power is flexible, visible, and usable. In my view, the Army adds credibility to deterrence and provides to the national command

authorities viable military options that apply across the entire spectrum of potential conflict.

The Army must possess these solid capabilities because the challenges faced by the United States have perhaps never been greater. We live in an era of "violent peace," a term aptly coined by former Chief of Naval Operations, Admiral Jim (James D.) Watson. The Soviets and the Warsaw Pact continue to modernize their land, sea, and air forces and expand their influence aggressively. Regional and low-intensity conflicts are ongoing throughout the world, and, terrorism is an international threat that undermines the peace and security of all. So, not only must we defend against our primary threat, the Soviet Union, a "land animal" in Winston Churchill's words, but, we must counter Soviet surrogates, who are now more sophisticated and better armed than in the past.

As we assess the threat, we orient our military strategy, missions, and implementing programs on achieving our national security objectives. These national security objectives are shown on Chart One.

NATIONAL SECURITY OBJECTIVES

- DETER CONFLICT AND COERCION; DEFEAT AGGRESSION
 - ASSIST ALLIES AND FRIENDS TO DEFEND AGAINST ARMED AGGRESSION, INSURGENCIES, AND TERRORISM
 - ENSURE U.S. ACCESS TO CRITICAL RESOURCES, THE OCEANS, AND SPACE
 - REDUCE SOVIET PRESENCE THROUGHOUT THE WORLD
 - PREVENT TRANSFER OF MILITARILY SIGNIFICANT TECHNOLOGY
 - PURSUE EQUITABLE AND VERIFIABLE ARMS REDUCTION AGREEMENTS
- ...PEACE, FREEDOM, AND PROSPERITY

[CHART 1]

To accomplish these objectives, our nation uses political, economic, military, and other elements of national power in accordance with a fully integrated national strategy. In support of the national strategy, the Joint Chiefs of Staff (JCS) develop, and the Secretary of Defense (SECDEF) approves, a national military strategy.

The basic elements of our military strategy are shown

on Chart Two. The Army plays a vital role in each. This flexible, national military strategy is based on joint operations with sister services and combined operations with allies. It is the essential ingredient of our ability to exercise power in order to influence events, to achieve our basic aims of peace, freedom, and prosperity for ourselves and our friends and allies, and to protect our national interests around the world.

ELEMENTS OF MILITARY STRATEGY

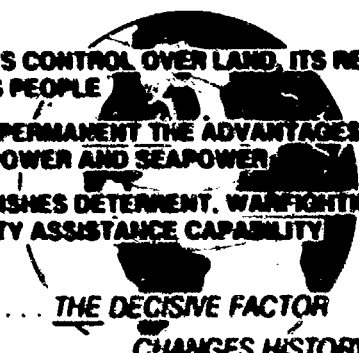
- NUCLEAR AND CONVENTIONAL DETERRENCE
- ARMS CONTROL
- STRONG ALLIANCES AND REGIONAL COOPERATION
- FORWARD-DEPLOYED FORCES (MODERNIZED AND SUSTAINED)
- STRONG CENTRAL RESERVE (ACTIVE AND RESERVE FORCES)
- FORCE MOBILITY
- FREEDOM OF THE SEAS, AIR, AND SPACE
- EFFECTIVE JOINT COMMAND AND CONTROL
- GOOD INTELLIGENCE

[CHART 2]

Landpower, seapower, and airpower—the operative elements of U.S. military power—work together to execute our military strategy and achieve our national security objectives. Landpower, as shown on Chart Three, is the military capability that enables control over land, its resources, and its people. Landpower exploits

and makes permanent the advantages achieved by seapower and airpower. Furthermore, it gives us our ability to assist others, deter aggression, and, if necessary, to fight and win. History has proven that landpower, working in harmony with seapower and airpower, is the decisive factor in warfare.

LANDPOWER

- 
- ENABLES CONTROL OVER LAND, ITS RESOURCES, AND ITS PEOPLE
 - MAKES PERMANENT THE ADVANTAGES ACHIEVED BY AIRPOWER AND SEAPOWER
 - ESTABLISHES DETERRENT, WARFIGHTING, AND SECURITY ASSISTANCE CAPABILITY

... THE DECISIVE FACTOR
... CHANGES HISTORY

(CHART 3)

Despite widespread recognition of the importance of conventional land forces, serious qualitative and quantitative imbalances persist between the conventional forces of the Soviet Union and the Warsaw Pact and ours. These imbalances are exacerbated by adverse rates of modernization. In an era of nuclear parity, our own land forces are crucial to deterring the Soviets and to convincing them that they cannot successfully exploit either their central geostrategic position or their enhanced ability to project power globally.

The Soviet threat reminds me of a story about:

Two hunters who were bear hunting. One hunter would get up early each morning and run five miles. When the other asked him why, he replied he might run into a bear someday and he wanted to be in shape.

So the routine continued for about a week until the non-running hunter disgustedly stated, "Look pal, the running isn't doing you any good. I don't care how much you run. You can't outrun a bear."

To which the runner replied, "I DON'T HAVE TO OUTFIGHT THE BEAR, I JUST HAVE TO OUTFRONT YOU."

We're doing all we can to stay ahead of the Soviet "bear."

Alongside our sister services and allies, the United States Army plays a significant role in helping to execute the military strategy that secures the interests of our nation. From the national security objectives and our military strategy, the Army derives its missions, which are shown on Chart Four.

MISSIONS OF ARMY FORCES

- DEFEAT A WARSAW PACT ATTACK ON NATO AND MAINTAIN ITS TERRITORIAL INTEGRITY AND SECURITY
- DEFEND VITAL U.S. INTERESTS IN THE PACIFIC
- DENY SOVIET CONTROL OF THE PERSIAN GULF AND ASSOCIATED OIL RESOURCES
- ASSIST ALLIES AND FRIENDS IN ASIA, LATIN AMERICA AND AFRICA
- MAINTAIN CAPABILITY TO COUNTER THREATS IN THE WESTERN HEMISPHERE
- RESPOND TO OTHER THREATS TO U.S. INTERESTS ANYWHERE IN THE WORLD

[CHART 4]

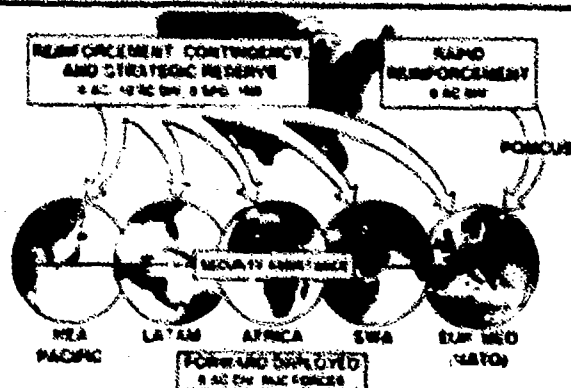
The forces available to execute these missions are apportioned to the unified commanders in chief, the combatant commanders. In the vernacular, the CINCs "fight the forces". We, in the military departments, "build, maintain, sustain, and develop future requirements for the forces."

The U.S. Army is the bulwark of American landpower. The Total Army—Active, Reserve, and Civilian

components—is a 28-division force. With our Special Operations Forces (SOF), it stands ready to meet threats from local insurgencies, acts of terrorism, or conflict that could involve large-scale military forces operating on a regional or global basis.

Chart Five shows that the United States Army has a global reach and makes six major contributions to our National Military Strategy.

TOTAL ARMY CONTRIBUTION TO MILITARY STRATEGY
(28 DIVISIONS AND SOF)



[CHART 5]

· First, about 40 percent of the Army is forward deployed. Thus, it demonstrates our determination to honor defense commitments, to forge credible links to U S strategic forces, and to fight any aggressor that threatens our interests if deterrence fails

· Second, CONUS-based land forces buttress the deterrent value of our forward deployments because they can rapidly reinforce our NATO commitment of "10 divisions within 10 days "

The U S commitment to NATO is particularly important because the alliance is our nation's forward line of defense. A strong commitment on our part deters aggression or intimidation by the Soviets, reassures our allies that we are resolved to defend freedom and protect our interests, and strengthens our negotiating positions for arms control. In Europe, unilateral U S troop reductions—while searching for illusory cost savings—would unravel the alliance and virtually invite Soviet intimidation or armed aggression

· Third, five Light Infantry Divisions, our airborne, air assault and motorized rifle divisions, plus our Special Forces and Rangers, can quickly deploy anywhere in the world to contain and defuse emerging crises or meet contingencies

· Fourth, the Pershing II Intermediate-Range Nuclear Forces and our battlefield nuclear weapons link conventional forces to strategic forces. These weapons have contributed strongly to deterrence, and the PII has helped force the Soviets to bargain seriously at the arms control negotiating table

· Fifth, as the backbone of America's strategic reserve, six active and ten divisions are available to handle contingent or reinforcement missions

· Finally, the Army can fight terrorism, perform peacekeeping operations, and provide security assistance. One Army battalion supports the multinational force and observers in the Sinai and helps to keep the peace between Egypt and Israel. Besides promoting stability and preempting conflict, security assistance helps us to obtain access to overseas bases, to enhance interoperability among international military forces, to increase U S influence, and to spread democratic ideals. Last year 165 Army teams, involving over 110 man-years of effort, operated worldwide. They provided military support and security assistance that ranged from medical help in El Salvador to technical advice about hydroelectric power in the People's Republic of China

Faced with extraordinary challenges and a demanding national military strategy, the United States Army is a strategic force that is ready today and preparing for tomorrow. Army forces are both forward deployed and poised to fight across the spectrum of potential conflict anywhere in the world. Strength is the essence of deterrence; weakness only invites aggression

Now I would like to shift gears and talk for a few minutes about the accomplishments that I feel the Army has made over the last four years and offer you some challenges for the future

In my view, the Army story is upbeat. The Army is a great place to serve. Despite the fiscal belt tightening, we must take note of the substantial progress we have made with the aggregate resources available to the Army—resources that are greater than seven years ago. While the glass is half full, I need your help to make the Army's case so that we can garner a greater share of the defense budget, one that is commensurate with our responsibilities

VISION FOR THE ARMY

- QUALITY SOLDIERS & STRONG FAMILIES

- BALANCED, MODERN, AND READY FORCES

- JOINT AND COMBINED CAPABILITIES

- STEWARDSHIP

A238 10

[CHART 6]

Chart Six shows the vision that we have pursued in the Army to increase the overall readiness of the Total Army and to make it the strategic force that I have described. The first element of the vision indicates that we have strengthened the quality of our soldiers and the quality of life for them and their families. These are the best soldiers I have seen in my forty-one years in uniform—over ninety-one percent are high school diploma graduates.

One of the reasons that we are recruiting and retaining such quality soldiers is that we have made good investments—eight billion dollars in this fiscal year—in quality of life programs that range from family housing and child development centers to hardstands and maintenance repair shops. Every dollar is worth it because the better soldiers and their families feel about the Army, the better is Army readiness.

The challenge in the people area is that these programs are fragile. We must protect them and the funds allocated to them: the G.I. Bill, the Army College Fund, benefits, and reasonable pay. We must continue to nurture a climate of command in the Army that leads, cares, teaches, mentors, and allows our soldiers the "freedom to grow" so that they can mature and capitalize on their God-given talents.

Second, we have balanced the force structure to make the Army more relevant to our times through the Army of Excellence initiatives, lightness, and enhancement to our Special Operations Forces. We need to

protect the gains we have made in force structure because combat units equate to combat power.

Modernization of equipment is continuing as we try to upgrade our conventional capabilities. However, because we started our modernization three to four years after the other services, we have only been able to fully modernize about one-third of our units. We need your support so that we can complete the overall program.

Third, we have improved "jointness," the ability to work more closely with our sister services. (I mentioned the importance of our combined or allied commitments earlier.) General Gabriel, the former Air Force Chief of Staff, and I undertook a roles and missions study that has improved our battlefield procedures and led to significant cost savings. Four of these initiatives alone have led to cost avoidance of over one billion dollars. General Welch, the current Air Force Chief, has fully supported and expanded our joint effort.

We're also cooperating with the Navy to enhance our sealift and logistics-over-the-shore capabilities and with our allies to improve combined operations. Our doctrine, AirLand Battle, captures the joint and combined nature of modern warfare and emphasizes the operational art, the military activity between tactics and strategy. We have seen increased interest in military history, staff rides, and professional reading that helps prepare our leaders for war.

Jointness, unfortunately, is a fragile relationship. Historically, in times of fiscal austerity, joint ventures have suffered as each service protects its own high pri-

only programs. We in the Army have an obligation to jointness. Furthermore, we inherently depend on our sister services so that we can do our job. Joint weapon systems and munitions will help us realize the full potential of AirLand Battle. As a result, we must be honest as we balance the priorities and provide resources for our joint commitments.

The final element of the vision that I want to discuss is the stewardship of technology, acquisition, materiel, and people. Productivity-enhancing technology, such as the Palletized Loading System and Mobile Subscriber Equipment, can save precious manpower and substantially improve combat operations, especially in the area of combat support and service support. The LHX helicopter, a combat multiplier with great potential, is an example of "leap ahead technology," technology that captures the benefits of the distant future.

Increased contracting competition and multi-year procurements are driving down the prices of new hardware and spare parts while enhancing product quality. For example, by competing the contract for the canister of the Mark V protective mask, we reduced the unit price by fifty-one percent and realized a total savings of almost three and one-half million dollars. Three years ago we competed forty-two percent of the dollar value of our procurements. Now it is over fifty-three percent, and it is going to be fifty-six cents on each dollar by the end of this year. When we look at contracts, the Army is now awarding eighty-four percent of all contracts competitively, this compares to fifty-seven percent in 1984.

Improved safety practices, both ground and air, have saved lives and materiel. Last year, for example, was the safest year in Army aviation's history. These practices are important in war as well as peace. Above all else, the stewardship of people is the critical dimension, and we have taken unprecedented steps to strengthen the professional development of officers, warrant officers, NCOs, and civilians. More effort will be required in the future as we focus on the civilian component.

Stewardship is a full-time job. We must protect the gains that we have made in safety and competitive contracting. We must preserve our scarce resources and

reap the benefits that technology offers. As the future senior leaders of the Armed Forces, you students owe your civilian guests and all Americans your commitment to stewardship. They represent the Americans everywhere who loan us their sons and daughters and who provide the resources through their taxes that we then must convert to combat power. We, therefore, have a great responsibility to provide the leadership that maintains steadfastness of purpose and capitalizes on the resources entrusted to us—human as well as materiel.

I would like to close by telling you that we have a good Army—the best that I have seen during my service—and it is getting better. The difference has been and will continue to be quality soldiers and quality leadership. A sergeant in Germany summed up what we are trying to achieve:

The three years I have spent in the Army have been very fulfilling, growing years. I have learned job skills, traveled, had memorable experiences, and made many friends. These experiences and friendships have enriched my life.

I feel very proud to have served as a professional soldier. If there is any regret, it is that I did not serve during a time of war, when our country truly needed "real Americans" to serve and to lay down their lives so our country might endure.

Still, I know that my service was meaningful. I will leave active duty knowing that I performed "A job well done." In leaving, I say to my fellow soldiers: Do your job well because that is where honor lies—and what service means.

This soldier's words and deeds speak volumes about the human spirit and his willingness to fight for peace and freedom. As I retire as Chief of Staff of the Army, I am most proud of our soldiers, their spirit, and their patriotism. Our men and women in the Army will safeguard the blessings of liberty for us and our children. As I join the ranks of those of you in civilian clothes, I am confident that our future is in good hands. Thank you very much.

Address at the "HONOR EAGLE" CEREMONY

Fort Campbell, KY
Monday, 8 June 1987

Soldiers of this great 101st Airborne Division (Air Assault), distinguished guests, and ladies and gentlemen.

It's great to return to Fort Campbell, the home of the "Screaming Eagles." When my wife, Ann, and I come to Fort Campbell, we feel like we're home because I enjoyed commanding this great division more than any other assignment I have ever had.

I am moved by the tribute you have paid me by designating me the reviewing officer for this "Honor Eagle" ceremony. As a former commander of this famed division, I'm always exhilarated by the sight of those division colors that wave before us all today. We see the national colors, the Army colors, and the division colors carried and guarded by the standard-bearers of this magnificent unit — a unit that is "proud and ready."

These colors, with their battle streamers, represent our history, our customs, and our traditions. They represent dangerous and gallant moments from the life of our great nation and of this superb division. But, they also represent people: our soldiers and citizens.

They represent the patriots who, when the bugle sounded, answered the call and demonstrated a commitment to a cause more important than themselves.

And, they represent soldiers who understood in days past — and who understand today — the meaning of the Army's Ethic: Loyalty, Duty, Selfless Service, Integrity.

You soldiers are the best that I've seen in 37 years as an officer. Like the airborne troopers or glidermen who, on 6 June 1944, landed on drop zones of Normandy, you will fulfill the pledge of trust and of patri-

otism that you made when you took your oaths of enlistment. I know that you are prepared to lay down your lives if necessary for this, the greatest country in the world.

Such sacrifice should not be necessary if we maintain the strength of our nation's defenses. With strength we will keep the peace and freedoms that we, and our friends and allies, so cherish. Peace depends on us, the United States of America. It depends on our courage and willingness to build it, to safeguard it, and to pass it on to the generations who succeed us.

We've accomplished much in recent years. Today, this is the best Army I've seen during my career. But, we're only about one-third finished with our modernization programs. With the help of our nation and its citizenry, we'll finish the job. We need resolve; we can't afford complacency now.

I know the civilian patriots here today, from Hopkinsville to Clarksville — and other communities around Fort Campbell — will continue their support of our efforts. There are no sunshine patriots here. When they are needed, they will be there — as always. We're proud of the relationships that have been nurtured over the years with our good civilian friends.

The good Lord has blessed us richly — our nation, the Army, this great division, and the surrounding communities. We, in uniform, are privileged to serve in the Army — a great organization — an organization essential to the security and well-being of our country. I'm confident that, if we are called, we will be ready to go.

I salute you civilian friends who provide us your support and you magnificent soldiers who keep the peace by preparing for war. I thank you for your salute.

Address at 101st AIRBORNE DIVISION (AIR ASSAULT) DINNER

Fort Campbell, KY
8 June 1987

Soldiers of the great 101st Airborne Division (Air Assault), distinguished guests, ladies and gentlemen.

My wife, Ann, and I are pleased to be ending our tour of Army posts here. We have come home, again, to the division that I enjoyed commanding more than any other assignment I ever had. You will understand if I say that my emotions run deep tonight.

The 101st Airborne Division is an illustrious unit. It has always exemplified military professionalism since its activation in August 1942. From Utah Beach at Normandy to the Market-Garden operation in Holland to Vietnam, Screaming Eagles have served our great Nation with distinction. Few Army Divisions have a richer heritage than that of the 101st.

I also want to take this opportunity to thank the two Civilian Aides to the Army for this area, my good friends, Mr. Riggs Mayers and Mr. E. G. Adams, for the superb support they have given me in helping us tell the Army story. Moreover, I know that the civilians from around Fort Campbell will continue to sustain our efforts. We know that we can count on you.

Being asked to give a speech after dinner reminds me of a story:

About a general, a captain, and a first sergeant who were all captured in a battle years ago. They were sentenced to be executed and each was granted one final request:

The captain said he wanted a steak and a vodka martini.

The general said he wanted to make a long speech.

And, after some thought, the first sergeant said, "I'd like to be executed before the general makes his speech."

Well, don't worry. I promise to keep it short!

Tonight I want to share with you my assessment of what has been accomplished in my four years as Chief uniformed steward of the Army. We have made great progress in recent years: we have better people, better equipment, better training, and better support than ever before. We have moved forward because the Army has had a vision designed to increase the overall readiness of the Total Army.

Strengthening the quality of our soldiers, as well as the ethical and leadership foundation of our leaders, and the quality of life for our families have been the basis of this vision.

With the volunteer force, we are recruiting and retaining the best soldiers for the Total Army that I have seen in 41 years of uniformed service. Ninety-one percent of our recruits are high school diploma graduates, and the rates of indiscipline are the lowest in the Army's history.

At the same time, we have made major progress in improving the quality of life for our soldiers and their families. Family medical practice, expanded child care, and programs to reduce suicides and to prevent drug, spouse, and child abuse are a few of the programs to strengthen family life within our service. The payoffs are enormous because the better the soldier and his family feel about the Army, the better is Army readiness.

The Army is a strategic force in today's world and is more relevant to the times because we have balanced the force structure and increased the combat power. Our heavier forces remain oriented toward NATO, while our lighter forces, such as the Airborne, Air Assault, and the Light Infantry Divisions, have increased the Army's strategic flexibility and deployability.

We have also improved "jointness," the ability to work more closely with our sister services, through the Joint Force Development Process and AirLand doctrine. General Gabriel, the former Air Force Chief of Staff, and I undertook a role and missions study that has improved our battlefield procedures and led to significant

cost savings. We're also cooperating with the Navy to enhance our sealift and logistics-over-the-shore capabilities and with our allies to improve combined operations.

Stewardship of technology, acquisition, and materiel has improved substantially.

- o Productivity-enhancing technology, such as the Prioritized Loading System and Mobile Subscriber Equipment, can save precious manpower and substantially improve combat operations, especially in the area of combat support and service support.

- o The LHX helicopter, a combat multiplier with great potential, is an example of "leap ahead technology," technology that captures the benefits of the distant future.

- o Increased contracting competition and multi-year procurements are driving down the prices of new hardware and spare parts while enhancing product quality.

- o Improved safety practices, both ground and air, have saved lives and materiel. Last year, for example, was the safest year in Army Aviation history. These practices are important in war as well as peace.

- o Above all else, the stewardship of people is the critical dimension, and we have taken unprecedented steps to strengthen the professional development of officers, warrant officers, NCOs, and civilians.

Ours is a good Army—the best that I have seen in all of my years of service—and it is getting better. The difference has been and will continue to be quality soldiers and quality leadership. We are working hard to nurture a climate of command in the Army with leadership that cares, teaches, mentors, and allows people the "freedom to grow" so that they can mature and capitalize on their God-given talents.

History tells us liberty is never free and every generation must make a down payment of service and perhaps sacrifice for its sake. If we, you and I, soldier and civilian alike, enjoy peace today, it is because of our military strength and because of those who served before us. If we want peace for our children and our children's children, we as a people must remain ever vigilant, militarily and economically strong, and led in every walk of life by people of character so that their values can be emulated and endure.

Let me share with you a letter from a platoon sergeant from the 101st:

I entered the Army when I was seventeen. I came in with a strong emotional feeling because my brother was killed in Vietnam. The Army has given me a lot of training, education, and experience. It's shaped and molded the values in me, teaching me a lot of things about the ins and outs of life.

That's what America is all about, working hard, giving up somethings to get something else. If I wasn't here or didn't want to fight for my country... who would do it?

I'm an infantry soldier, and I will fight if necessary. That's the way I was brought up and reared, and that's the way I believe today. Until the day I die, I will fight for the American flag.

I am inspired by the spirit and patriotism exemplified in that letter and in all of you. As I step down as Chief of Staff and put away the uniform I have proudly worn for 41 years, I want to thank you for your loyalty to me and for your dedicated service to our Army and to our beloved nation. I offer you a final salute and leave the Army confident that our future is in good hands.

Farewell and God bless you all.

Address at the U. S. ARMY TRAINING AND DOCTRINE COMMAND

Ft. Monroe, VA
12 June 1987

It's a special privilege for Ann and me to return again to Fort Monroe to the Training and Doctrine Command for this historic occasion that brings the present and future Chiefs of Staff together on this reviewing stand today.

Looking at these assembled colors and the honor units, representing the one hundred thousand members of the TRADOC Command, I am reminded that through word and deed you live up to your motto: "Excellence starts here." The work that you do in doctrine, training, the design of organizations and determination of equipment requirements, and education sets the standards for the Army and translates directly into combat power.

Today we have the best trained Army ever, from individual soldiers to divisions and corps. We've experienced a doctrinal revolution with AirLand Battle that provides our units the common framework, tactics, techniques, and procedures to fight across the spectrum of potential conflict we face now and in the future. We've balanced the force structure to make it more relevant to the times, and we've enhanced Reserve Component readiness. Finally, the ROTC Command's first anniversary represents a milestone in our commitment to excellence in the Officer Corps. Each of you can be proud of your contributions to our Army, an Army that is becoming great through your leadership.

During his tenure as Commanding General, General Vuono has accomplished many concrete things with your help. Of overriding importance, he has chosen to give significant emphasis to what may now be considered the two-part mission of TRADOC—to prepare the Army for war and to be the architect of the future for the Army. His focus on the future—fifteen years and beyond—has set in motion a process that will trace a course for the Army as it moves into the twenty-first century.

General Vuono has stressed the importance of joint and combined operations as his major theme. His emphasis has borne fruit in the joint and combined aspects of AirLand Battle doctrine, the bilateral and multilateral staff talks, the flag officer war fighting course that had

its genesis in the Joint Force Development Process, and in our training at the combat training centers.

Finally, General Vuono's belief that the Army's legacy is its people has guided his concern for the development of leaders. NCO training is now "live-in and hands on." In our schools, and in our units, we are stressing small group instruction, staff rides, and war fighting seminars. His efforts, those of his predecessors, and yours have TRADOC poised to make far-reaching contributions in the future to the Army and the nation. With your support, General Max Thurman will build on TRADOC's past successes and ably guide it toward achievement of its full potential. TRADOC is truly poised for greatness.

Carl Vuono has the leadership and vision to carry the Army into the next decade and toward the next century. He has demonstrated these characteristics here and in the past. As he prepares himself for the challenges he will face as the next Chief of Staff of the Army, he can draw strength and confidence from the quality soldiers who serve with us today. A sergeant in Germany summed up the character of these wonderful young Americans who give each of us the inspiration to excel:

A platoon sergeant from the 101st Airborne Division (Air Assault) recently said:

I entered the Army when I was seventeen. I came in with a strong emotional feeling because my brother was killed in Vietnam. The Army has given me a lot of training, education, and experience. It's shaped and molded the values in me, teaching me a lot of things about the ins and outs of life.

That's what America is all about, working hard, giving up something to get something else. If I wasn't here or didn't want to fight for my country—who would do it? I'm an infantry soldier, and I will fight if necessary. That's the way I was brought up and reared and that's the way I believe today. Until the day I die, I will fight for the American flag.

This soldier's words and deeds speak volumes about the human spirit and his willingness to fight for peace and freedom. As I step down as Chief of Staff of the Army, I will be most proud of our soldiers, their spirit,

and their patriotism. The men and women of TRADOC and the Army will safeguard the blessings of liberty for us and our children. I am confident that our future is in good hands. Thank you very much.

Address at the RETIREMENT REVIEW IHO SERGEANT MAJOR OF THE ARMY MORRELL

Fort Myer, VA
19 June 1987

I have mixed emotions as I look across this parade ground at these magnificent soldiers before us this morning. The sight of soldiers on parade, with colors flying in the breeze, never fails to move me and remind me of the great honor and awesome responsibilities that Sergeant Major of the Army Morrell and I have had as the uniformed stewards of the Army.

Even as we experience once again the thrill that comes from being a soldier, our purpose today is to bid farewell to this superb noncommissioned officer, Glen Morrell, and his most remarkable wife, Karen. Retirement reviews, despite the element of sadness, are important ceremonies because they allow us—a soldier's comrades in arms—to celebrate his contributions to the Army and the nation.

Sergeant Major of the Army Morrell is a special soldier to me. We have worked together as a team for four years, and in that time the Sergeant Major has been a close friend and trusted adviser. We have shared a common vision for the future of the Army and a concern for the well-being and combat readiness of our soldiers. We have worked to improve the climate of command and to set ethical and professional standards of excellence.

This native son of West Virginia has followed the principle, "we must take care of soldiers," in every leadership position he has ever held in his almost thirty-three years of service. He has been a standard-bearer in numerous CONUS assignments, two tours in Europe, three tours in the Republic of Vietnam, and two in Panama. He showed his true mettle in 1977 when, at the age of 41, he earned recognition as the distinguished honor graduate of his Ranger class. A combat infantryman, a master parachutist, a Ranger, and a member of the Special Forces, Glen Morrell is a soldier's soldier.

Sergeant Major Morrell never speaks of personal accomplishments because he is a leader who believes

that humility is a virtue. I, however, attribute many innovative changes to his direct involvement and concern. First, he has worked hard to improve the professionalism of the Noncommissioned Officer Corps. He has set the standards for our senior enlisted soldiers, and, as a result of his efforts, we have a better Noncommissioned Officer Education System, and we are looking at a new enlisted evaluation report that will allow us to evaluate our NCOs based on attributes that define leadership. The quality of our enlisted soldiers and NCOs will be his greatest legacy.

Second, he has insisted that we lighten the load on our infantry soldiers and that we give them the best weapons available. A more functional squad automatic weapon is an outgrowth of his tenacious pursuit of quality equipment. Finally, he has persuasively argued the case of the soldiers and their families before Congress and the principals of the Office of the Secretary of Defense and the Army staff. He has been the soldier's voice in the Pentagon.

Glen and Karen Morrell are great people. They are honest, loyal, and have a deep love for the Army. Throughout their professional and personal lives they have strived for excellence and have demonstrated an abiding interest in people. The Army is a better place for their efforts, and we will miss them.

As we stand before you soldiers of the Old Guard, we are proud of all of the soldiers and NCOs you represent today who are selflessly serving the cause of freedom around the world. You are the finest soldiers I have seen in my thirty-seven years of commissioned service. You represent the ultimate strength of our beloved Army. We are proud of you, your spirit, and your patriotism. With you in uniform, Glen Morrell can leave active duty confident that our future is in good hands.

Glen, good friend. I wish you and Karen the best of luck in the future and, on behalf of the United States

Army, I salute you for your dedicated service. Godspeed.

Address at the RETIREMENT AND CHANGE OF STEWARDSHIP CEREMONY

Fort Myer, VA
22 June 1987

Secretary and Mrs. Marsh, General and Mrs. Vuono, Civilian Aides to the Secretary of the Army, distinguished guests, and soldiers of the Total Army here today:

There is much symbolism today in this ceremony and the soldiers arrayed before us. The Total Army is represented in the formation, the National Guard and the Army Reserve, and many Army civilians are in our midst, such as Joe Cribbins; we see the role of the NCO Corps as signified by the Command Sergeant Major and other fine NCOs standing before us, and, we see the continuity of leadership and the role of civilian authority in our great country as signified by the passing of the colors from me to Secretary Marsh to General Vuono. We are truly blessed.

After 41 years in the Army, the time has come to hang up my uniform and retire from active duty. For my beloved wife, Ann, and me, this is a day of emotions, but also one of thankfulness for our many blessings. Truly our cup runneth over.

Secretary Marsh, thank you for your generous remarks today and particularly for the vibrant leadership you have blessed the Army with over the past six years. You and I have travelled a long way since 1973 when we first served in the Office of the Secretary of Defense. You are the longest serving secretary in the Army's history and, in my view, you are the greatest. Thank you, my very good friend, for your unwavering support and the opportunity to serve at your side.

Thanks also to Jim Ambrose, the Under Secretary of the Army, Max Thurman, the Vice Chief of Staff, and Art Brown, the Director of the Army Staff. They, and the entire Army Staff, have been superb.

General Vuono, over the many years we have known each other, you have had my full trust and been a source of seasoned advice. The Army is blessed to have a man of your character, breadth of experience, and capacity for positive leadership. With Pat at your side,

the Total Army Family will be led by a very special first family. I am proud to turn over the Army flag to a man with vision necessary to ready the Army for the next century.

I am thankful for the lifelong support and love of my best friend, my wife, Ann, and for the support of my children: Lindsay, now married to Infantry Captain Bill Harner and mother of our first grandson, my oldest son, John, now in law school, and our youngest son, Matthew, who is a hydrologist with the State of Arizona. Without their encouragement and love, my service really would not have been possible, particularly after being wounded in Vietnam. Thanks also to friends and family who have come long distances for this occasion.

My family's gift to me continues to be their willingness to let me serve. My wife's gift to the Army has been her commitment to strengthen the values and support of Army families. She has served in her own right.

The Army has been good to me. It's given me and the family room to grow, to "be all that we could be." Three people have had great impact on me: SFC Putman, my first platoon sergeant, who taught me about positive leadership, technical competence, and caring for soldiers; General Harold K. Johnson, a former Chief of Staff who I once worked for, taught me about character, about "the personal in personnel," and caring for families; and, finally, General Creighton Abrams, another former Chief of Staff, who taught me about the warrior ethic, openmindedness, and innovation. I am thankful for their influence on me.

We as people have much to be thankful for. We have peace, opportunity, and the freedoms laid out in our Constitution. We are blessed with today's Army that contributes significantly to deterrence and protects American interests around the world.

The Army is a strategic force, and its capability has been strengthened greatly in recent years. We have the best people ever, better equipment, superb training, and

far better support capabilities than ever before. Although we are a small Army given the extent of assigned missions, we are a good Army, probably the best Army in the world, and we are moving toward greatness.

Of course, the difference between a good Army and a great one is simply the quality of people and the quality of leadership. I have tried to nurture a climate of command with leadership that cares, mentors, and allows our soldiers, as well as their families, the freedom to grow so that they can capitalize on their God-given talents.

We are developing "standard bearers" who can reach out to soldiers, civilians, and family members, touch their souls and turn them on so that they can "be all they can be." Standard bearers are like soldiers of an earlier era who carried unit standards in battle for all to guide on. Today, they are the leaders of character for all seasons who provide role models of personal and professional standards of excellence.

Our challenge has been to provide ethical, caring leadership that sparks the Army's greatest strength - its people and their spirit.

Finally, let me leave you with two messages. One is a message to all in the Army who will face the challenges and dangers of the future. The other message is to all those in our country who ultimately support us.

As a young man, I memorized the sentry's order to "take charge" of this post and all government property in view. My message to the Total Army is:

- If you like the progress that has occurred and what you see throughout the Army today, then "take charge" of this progress and apply it responsibly to the betterment of the Army for the future.

- If soldiers and leaders like the modern equipment and facilities in their hands today, then insist that our soldiers care for it as if they owned it. That's what stewardship means.

- If our leaders like our doctrine for combat, then they must assure that our training, our readiness, our tactics

and our operational art breathe reality into it.

- If our soldiers and our leaders feel encouraged by the mentoring climate of command, emphasis on values, and the ethical and caring leadership in the Army, then they must see to it that this climate lives on to touch future young men and women entrusted to our care.

- If you like the fact that successful Army safety programs are saving lives, limbs, and equipment, then you must continue to develop a "sixth sense" of safety in our soldiers.

- If soldiers and families like our family programs, you must insist they be continued; you must make them work to the benefit of the Army, and you must volunteer to help when needed.

- And if soldiers and officers like the quality of our NCO Corps, then you must continue to give NCOs the authority, responsibility and schooling to lead.

My second message is for all Americans and the Congress who support everyone in uniform and their families. The Army today has completed only one-third of its equipment modernization. Moreover, the programs which support our soldiers and their families are fragile. These programs must be sustained. As a people, we must resist the perennial siren call which urges doing less for defense today, because we did enough yesterday, and we can take peace for granted tomorrow.

Unfortunately, the lessons of history tell us otherwise. The pace of technology and the broad spectrum of threats facing our interests around the world require keeping up our defenses and keeping in uniform dedicated, patriotic, strong men and women.

The soldiers standing before us are perfect examples. They are the finest that America has to offer. When the bugle sounds, they will answer the call, they will safeguard liberty, and they will keep us and our children free. As I retire as Chief of Staff, U.S. Army, I am most proud of our soldiers, their spirit, and their patriotism. I salute you.

EPILOGUE

General Wickham's four-year tenure as Army Chief of Staff ended on 22 June 1987 when he passed the Army colors to his successor, General Carl E. Vuono, at the "Change of Stewardship" ceremony at Fort Myer, Virginia. Every Chief builds on the progress achieved by his predecessors and passes on new challenges to his successors. General Wickham's legacy can best be evaluated, at this point in time in terms of the vision that he espoused for today's Army and that of tomorrow.

Strengthening the quality of our soldiers, the ethical and professional foundation of our leaders, and the quality of life for our soldiers and families has been the basis of this vision. The Total Army is more relevant to the times, the 1980s and beyond, because we have balanced our force structure and increased our capability to respond to worldwide threats. We have also enhanced "jointness," the ability to work more closely with our sister services in order to accomplish our complex missions, particularly as a result of the Joint Force Development Process and AirLand Battle doctrine. Finally, we have improved the stewardship of technology, acquisition, materiel, and people in the Army.

His concern for soldiers led General Wickham to emphasize safety and caring leadership that involves mentoring and the sharing of experience. He stressed that we must have commanders who mentor because, in his view, our most important legacy in peacetime is building more solid capabilities in our subordinate leaders.

As General Wickham neared the end of his term, he articulated several challenges that face the Army of the future.

First, the Army's share of the defense budget—twenty-five to twenty-six percent over the last decade—

does not adequately reflect the requirements of national security nor the Army's contributions as a strategic force. We must continue our efforts to articulate forcefully the Army's needs to Congress and the American public. Despite increasingly constrained resources, the Army must always be ready for war—so as to deter it. Readiness is our number one task.

Second, we must complete the Army's modernization program because only one-third of the heavy force requirements, our first priority, have been met. While Congressional budget and Executive Branch program reductions in the latter part of his tour as Chief of Staff have slowed our progress, reasonable quantities of modern equipment are still flowing into the force to meet the threat. If we wish to reduce nuclear weapons while maintaining a credible deterrent, we must enhance our conventional defenses and those of our allies.

Finally, we must continue to strengthen the Army's human dimension. Given the reality of a shrinking manpower pool, we must continue to recruit and retain quality soldiers for the Active Army, National Guard, and Army Reserve. If the American people wish to avoid the necessity of a draft, they must support the enlistment and retention incentives such as the G I Bill, the Army College Fund, bonuses, and reasonable pay. Programs to recruit and retain quality soldiers and to provide a healthy quality of life for them and their families are working well, but they are fragile and will need continued support.

As he stepped down as Chief of Staff, U.S. Army, General Wickham said that he was "most proud of our soldiers, their spirit, and their patriotism. Our men and women in the Army will safeguard the blessings of liberty for us and our children. I'm confident our future is in good hands."

APPENDIX A

Chronological Listing of General Wickham's Speaking Engagements and Publications

Chronological Listing of Speaking Engagements and Written Works

DATE EVENT

- 23 Jun 83 Remarks at Swearing-In Ceremony, Washington, DC
- 30 Jun 83 Remarks to Pre-Command Course, Ft. Leavenworth, KS
- 1 Jul 83 Remarks at Swearing-In Ceremony for Sergeant Major of the Army G. E. Monrell, Washington, DC
- 1 Jul 83 Remarks during visit of GEN Dr. F.M. Von Senger, Federal Republic of Germany, Washington, DC
- 7 Jul 83 Interview with *Army Times*
- 7 Jul 83 Interview with *Soldiers*
- 11 Jul 83 Address at Sergeants Major Academy, Ft. Bliss, TX
- 13 Jul 83 Article in NATO's *Sixteen Nations*, "Reinforcing and Strengthening the Conventional Defense"
- 14 Jul 83 Remarks during visit of LTG Johannes G. Roos, Chief of Staff, Netherlands, Washington, DC
- 23 Jul 83 Remarks at 41st Anniversary Dinner of the Transportation Corps, Ft. Belvoir, VA
- 27 Jul 83 Remarks to Pre-Command Course, Ft. Leavenworth, KS
- 29 Jul 83 Remarks at Strategic Studies Institute Dinner, Army War College, Carlisle, PA
- 9 Aug 83 Address to Army War College, Carlisle, PA
- 14 Aug 83 Remarks at National Training Center, Ft. Irwin, CA
- 18 Aug 83 Remarks to Army Leadership Seminar, The Pentagon, Washington, DC
- 22 Aug 83 Address at Armed Forces Staff College, Norfolk, VA
- 24 Aug 83 Remarks during visit of GEN Arthor, Chief of Staff, Thailand Army, Washington, DC
- 13 Sep 83 Address at Mid-America Committee Luncheon, Chicago, IL
- 13 Sep 83 Remarks to Pre-Command Course, Ft. Leavenworth, KS
- 19 Sep 83 Address at National Guard Brigadier Generals Conference, The Pentagon, Washington, DC
- 21 Sep 83 Address at National Defense University, Ft. McNair, Washington, DC
- 22 Sep 83 Remarks during visit of General Sir John Stanier, Chief, General Staff, British Army, Washington, DC
- 29 Sep 83 Remarks at ceremony honoring Outstanding Drill Sergeant of the Year, The Pentagon, Washington, DC
- 30 Sep 83 Address at Defense Orientation Conference Association Annual Meeting, Washington, DC
- Oct 83 *Army 1983-84 Green Book*, "Continuity and Change: Tempering Army of '80s"
- 1 Oct 83 *Leaders*, "The Army: Committed to Excellence"
- 2-8 Oct 83 Remarks during XV Conference of American Armies, Caracas, Venezuela
- 11 Oct 83 Address at Command Sergeants Major Conference, The Pentagon, Washington, DC
- 12 Oct 83 Address at Inter-American Defense Board, Ft. McNair, Washington, DC
- 13 Oct 83 Remarks during visit of LTG Philip Bennett, Chief, General Staff, Australian Army, Washington, DC
- 15 Oct 83 Address at Reserve Officers Association Leadership Conference, Washington, DC
- 17 Oct 83 Address at Association of the US Army Luncheon for the Sergeants Major, Washington, DC
- 18 Oct 83 Address at Association of United States Army Annual Meeting, Washington, DC
- 19 Oct 83 Remarks at Army Commanders Conference, Washington, DC
- 26 Oct 83 Address at Air War College, Maxwell AFB, AL
- 27 Oct 83 Remarks at General Officer/Flag Officer Capstone Course, Maxwell AFB, AL
- 28 Oct 83 Welcome Home Remarks to Rangers of the 1st & 2nd Battalions, 75th Infantry, Ft. Stewart, GA, upon their return from Grenada
- 31 Oct 83 Address at Army National Guard Management Conference, Charleston, WV
- 7 Nov 83 Address at Public Affairs Officers Worldwide Conference, Leesburg, VA
- 9 Nov 83 Remarks during visit of MG Guillermo Bernal, Commander of Army, Columbia, Washington, DC
- 9 Nov 83 Statement to U.S. Senate Armed Services Committee, "Role of the Chief of Staff of the Army," Washington, DC
- 10 Nov 83 Remarks at Marine Corps Birthday Ceremony, Washington, DC
- 10 Nov 83 Statement before the Select Committee on Children, Youth, and Families, U.S. House of Representatives "The Army Family," Washington, DC
- 13 Nov 83 Address at Annual Service in honor of US Army, Washington Cathedral, Washington, DC

14 Nov 83 Address to Calvin Ballock Forum, New York City, NY
 14 Nov 83 Remarks to COLs and GS13s, The Pentagon, Washington, DC
 15 Nov 83 Address at the American Institutions Class, US Military Academy, West Point, NY
 17 Nov 83 Address at the Army Officers' Wives of Greater Washington Area Luncheon, Washington, DC
 29 Nov 83 Address at U S Training and Doctrine Command Commanders Conference, Ft. Monroe, VA
 30 Nov 83 Remarks at Secretary of the Army Awards Ceremony, The Pentagon, Washington, DC
 1 Dec 83 Address at Worldwide Personnel Conference, Arlington, VA
 3 Dec 83 Address at Inspectors General Birthday Ball, Ft. Belvoir, VA
 12 Dec 83 Address at the Council on Foreign Relations, New York City, NY
 13 Dec 83 Remarks to Army Ladies of Arlington, Quarters 1, Ft. Myer, VA
 15 Dec 83 Remarks at 3d Annual Leadership Conference, Ft. Leavenworth, KS
 15 Dec 83 Address at Armor VIII Christmas Ball, Denver, CO
 15 Dec 83 Remarks to Pre-Command Course, Ft. Leavenworth, KS
 21 Jan 84 Remarks at US Army Band Anniversary Concert, Constitution Hall, Washington, DC
 23 Jan 84 Address at World Affairs Council Luncheon, Washington, DC
 26 Jan 84 Remarks during visit to LTG Charles H. Belzile, Commander, Force Mobile Command, Canadian Army, Washington, DC
 31 Jan 84 Remarks at Dinner for LTG Orabi, Egyptian Chief of Staff, Quarters 1, Ft. Myer, VA
 1 Feb 84 Remarks to Massachusetts Institute of Technology Alfred P. Sloan Fellows, The Pentagon, Washington, DC
 2 Feb 84 Opening Statement before the Armed Services Committee, U.S. Senate, "The Posture of the U.S. Army, Fiscal year 1985," Washington, DC
 3 Feb 84 Remarks Mid-winter at Conference of State Adjutant Generals, Washington, DC
 6 Feb 84 Address at Dinner for Presidential Classroom for Young Americans, Washington, DC
 7 Feb 84 Opening Statement before the Armed Services Committee, U.S. House of Representatives, "The Posture of the U.S. Army, Fiscal Year 1985," Washington, DC
 9 Feb 84 Opening Statement before Subcommittee on Defense, U.S. Senate Appropriations Committee, "Fiscal Year 1985 Budget Overview," Washington, DC
 13 Feb 84 Remarks to Army Auditors Agency, The Pentagon, Washington, DC
 13 Feb 84 Remarks at Armed Forces Staff College, Norfolk, VA
 14 Feb 84 Remarks during visit of BG Bueso, Chief, General Staff, Honduran Armed Forces, Washington, DC
 15 Feb 84 Remarks at Aviation General Order Signing Ceremony, The Pentagon, Washington, DC
 15 Feb 84 Address at International Advisory Association Seminar, Washington, DC
 19 Feb 84 Address to Senior Army Reserve Commanders Association Meeting, Washington, DC
 21 Feb 84 Address at Reserve Officers Association Mid Winter Conference Luncheon, Washington, DC
 27 Feb 84 Address to National Security and Foreign Relations Commissions of American Legion, Washington, DC
 29 Feb 84 Invocation and Benediction for Senator Tower's Dying-In, The Pentagon, Washington, DC
 2 Mar 84 Message for Army Echoes
 3 Mar 84 Address at Signal Corps Birthday Ball, Washington, DC
 5 Mar 84 Remarks to Air Force Brigadier Generals, The Pentagon, Washington, DC
 6 Mar 84 Opening Statement before Subcommittee on Defense, U.S. House of Representatives Appropriations Committee, "Budget Overview," Washington, DC
 14 Mar 84 Address to Strategy and Arms Control Seminar, Harvard University, Cambridge, MA
 15 Mar 84 Address at Naval War College, Newport, RI
 15 Mar 84 Address at Boston Union Club, Boston, MA
 19 Mar 84 Message for Command & General Staff College Class of 1984
 20 Mar 84 Address at Atlanta West Point Founders Day, Atlanta, GA
 20 Mar 84 Address at Atlanta Kiwanis Club, Atlanta, GA
 10 Apr 84 Remarks during visit of GEN Rudini, Chief of Staff, Indonesian Army, Washington, DC
 12 Apr 84 Address at George C. Marshall Reserve Officer Training Corps Awards Dinner, Virginia Military Institute, Lexington, VA
 12 Apr 84 Address at Judge Advocate General School, Charlottesville, VA
 13 Apr 84 Remarks to Army Ladies of Arlington, Quarters 1, Ft. Myer, VA
 16 Apr 84 Remarks at Grenada Battle Steamer Ceremony, The Pentagon, Washington, DC
 17 Apr 84 Address to First and Second Classes, US Military Academy, West Point, NY

17 Apr 84 Remarks at Association of US Army Symposium, Army War College, Carlisle, PA
 19 Apr 84 Remarks at Sergeants Major Academy, Ft Bliss, TX
 19 Apr 84 Address at Engineering Society of Detroit President's Forum, Detroit, MI
 20 Apr 84 Address to Ft Huachuaca, AZ, Association of US Army
 23 Apr 84 Address at Council for Northeast Asia, Center for Strategic and International Studies, Washington, DC
 25 Apr 84 Remarks to General and Flag Officer Professional Military Education Program, The Pentagon, Washington, DC
 27 Apr 84 Address at Office of the Deputy Chief of Staff for Operations and Plans Spring Formal, Washington, DC
 10 May 84 Address at Reserve Officers Association "Operation Catalyst" Luncheon, Washington, DC
 11 May 84 Address at Army War College Alumni Association Luncheon, Ft McNair, Washington, DC
 14 May 84 Remarks to Pre-Command Course, Ft Leavenworth, KS
 14 May 84 Remarks at D-Day Ceremony Honoring GENs Taylor and Collins, The Pentagon, Washington, DC
 16 May 84 Address at Homer Ferguson Conference, George Washington University, Washington, DC
 17 May 84 Address at National Security Industrial Association, Washington, DC
 17 May 84 Address at American Helicopter Society Honors Night Banquet, Arlington, VA
 21 May 84 Remarks during visit of GEN Chung Ho Yong, Chief of Staff, Republic of Korea, Army, Washington, DC
 22 May 84 Remarks at Major Command, Command Sergeants Major Conference, The Pentagon, Washington, DC
 24 May 84 Remarks at General Officers Professional Development Conference, Washington, DC
 24 May 84 Remarks at Executive Seminar in National and International Affairs, Carlisle, PA
 27 May 84 Address at 101st Airborne Division Association Memorial Day Services, Ft Campbell, KY
 31 May 84 Address for Memorial Day, 1984
 8 Jun 84 Address to Association of US Army, Chapter, Clarksville, KY
 8 Jun 84 Remarks at 101st Airborne Division Review, Ft Campbell, KY
 13 Jun 84 Address at Bottom Line III Conference, Ft McNair, Washington, DC
 14 Jun 84 Remarks to COLs and GS 15s, The Pentagon, Washington, DC
 15 Jun 84 Address at Clarksville, TN Bicentennial Homecoming Festival, Clarksville, TN
 18 Jun 84 Remarks at U.S. Forces Command Change of Command Ceremony, Ft McPherson, GA
 19 Jun 84 Address at Armed Forces Communications and Electronics Association Luncheon, Washington, DC
 22 Jun 84 Address at Walter Reed Army Medical Center Graduation, Washington, DC
 25 Jun 84 Remarks to Pre-Command Course, Ft Leavenworth, KS
 26 Jun 84 Address at Civilian Aides Conference, Washington, DC
 28 Jun 84 Remarks during visit of GEN Silveira, Chief of Staff, Brazilian Army, Washington, DC
 Jul 84 *The Army Historian: The Professional Soldier & Historian*
 7 Jul 84 Opening Remarks at Corps Commanders Conference, Washington, DC
 11 Jul 84 Remarks at Leadership Breakfast, Ft Lewis, WA
 12 Jul 84 Remarks at Leadership Luncheon, Ft Hood, TX
 13 Jul 84 Remarks at Leadership Luncheon, Ft Sill, OK
 17 Jul 84 Remarks to New Action Officers, The Pentagon, Washington, DC
 18 Jul 84 Remarks to Advisory Task Force on Soldiers and Families, Washington, DC
 19 Jul 84 Remarks during visit of GEN Vaidya, Chief of Staff of the Indian Army, Washington, DC
 31 Jul 84 Phone Address to Pre-Command Course, Ft Leavenworth, KS
 Aug 84 Transcript of remarks to "Focus on the Family" with Sam Dobson
 9 Aug 84 Letter to General Officers on "Interservice Teamwork"
 9 Aug 84 Interview with Allen Drury
 13 Aug 84 Remarks to 82d Airborne Division, Ft Bragg, NC
 15 Aug 84 American Legion "Shaping American Landpower for the Future"
 17 Aug 84 Address to Army Community Service, Arlington, VA
 30 Aug 84 Remarks at 1984 Army Commanders Summer Conference, Washington, DC
 22 Aug 84 Remarks at Army Leadership Seminar, Washington, DC
 23 Aug 84 Phone Address to Pre-Command Course, Ft Leavenworth, KS
 24 Aug 84 Interview with US News & World Report

6 Sep 84 Remarks at Infantry Officers Advanced Course, Ft Benning, GA
 6 Sep 84 Remarks at Army Operations Center, Ft Benning, GA
 7 Sep 84 Breakfast Address to Non-Commissioned Officers and Luncheon Address to Battalion and Brigade Commanders, Ft Benning, GA
 11 Sep 84 Remarks to Air Force Air Staff Training Officers, The Pentagon, Washington, DC
 26 Sep 84 Remarks at Drill Sergeant of the Year Award Ceremony, The Pentagon, Washington, DC
 27 Sep 84 Interview with *Decision Magazine*
 28 Sep 84 Remarks at Reserve Components Brigadier General Conference, Washington, DC
 Oct 84 Army 1984-85 Green Book "Today's Army: Landpower in Transition"
 1 Oct 84 Letter to General Officers on "Training, Maintaining, Leading, and Caring"
 2 Oct 84 Videotape "Farewell to Soldiers"
 3 Oct 84 Remarks to Combined Arms and Service Staff School and Pre-Command Course, Ft Leavenworth, KS
 4 Oct 84 Remarks at Gulfport Biloxi Chamber of Commerce Dinner, Gulfport, MS
 4 Oct 84 Remarks at Anniston Army Depot, AL
 5 Oct 84 Address at Armed Forces Staff College, Norfolk, VA
 9 Oct 84 Remarks at Army Commanders Conference, Washington, DC
 15 Oct 84 Address at Association of US Army Luncheon for the Sergeants Major, Washington, DC
 16 Oct 84 Address at the Association of the United States Army Annual Meeting, Washington, DC
 22 Oct 84 Address at National Security Industrial Association, Interservice Industrial Training Equipment Conference Luncheon, Washington, DC
 23 Oct 84 Remarks at Command Sergeants Major Conference, The Pentagon, Washington, DC
 23 Oct 84 Address at Army War College, Carlisle, PA
 24 Oct 84 Address at National War College Industrial College of the Armed Forces, Ft McNair, Washington, DC
 25 Oct 84 Remarks during visit of GEN Imbot, Chief of Staff, French Army, Washington, DC
 Nov 84 American Legion, "Today's Combat Soldiers: Trained to Fight & Win"
 2 Nov 84 Remarks at Army War College General Officers Professional Development Conference, Carlisle, PA
 7 Nov 84 Remarks at Brigadier Generals Conference, Washington, DC
 8 Nov 84 Remarks to Command & General Staff College Class, Ft Leavenworth, KS
 9 Nov 84 Remarks to COLs and GS-15s, The Pentagon, Washington, DC
 15 Nov 84 Remarks at US Forces Command Commanders Conference, Ft McPherson, GA
 16 Nov 84 Army RDA, "Innovation: The Tough Requirement"
 23 Nov 84 Remarks at Army Family Week Ceremony, The Pentagon, Washington, DC
 26 Nov 84 Remarks during visit of GEN Brendal, Inspector General, Norwegian Army, Washington, DC
 27 Nov 84 Remarks at Reserve Officer Training Course Advisory Panel Meeting, The Pentagon, Washington, DC
 3 Dec 84 Address at Los Angeles, CA World Affairs Council, Los Angeles, CA
 27 Dec 84 Interview with Bud Andrews, *Washington Times*
 29 Dec 84 Videotape "A Commitment to Caring"
 3 Jan 85 Address at Naval War College, Newport, RI
 15 Jan 85 NATO's Sixteen Nations, "Light Infantry Division in Defense of Europe"
 17 Jan 85 Remarks during visit of LTG Abu Taleb, Chief of Staff, Jordanian Army, Washington, DC
 24 Jan 85 Remarks at Air War College, Maxwell AFB, AL
 24 Jan 85 Remarks at Pre-Command Course, Ft Leavenworth, KS
 25 Jan 85 Interview with Bill Mauldin
 25 Jan 85 Address to Chicago Council on Foreign Relations, Chicago, IL
 28 Jan 85 Remarks to Navy Flag Officers, The Pentagon, Washington, DC
 30 Jan 85 Remarks at Award Ceremony for Secretary Marsh, The Pentagon, Washington, DC
 31 Jan 85 Closing Prayer at National Prayer Breakfast, Washington, DC
 4 Jan 85 Remarks at US Army Audit Agency, The Pentagon, Washington, DC
 5 Feb 85 Address to Presidential Classroom for Young Americans, Washington, DC
 6 Feb 85 Opening Statement to the US House Armed Services Committee, "Posture of the Army and Budget Estimates for Fiscal Year 1986", Washington, DC
 7 Feb 85 Remarks during visit of GEN Ruiz, Peruvian Chief of Staff, Washington, DC
 8 Feb 85 Remarks to New Pentagon Action Officers, The Pentagon, Washington, DC

11 Feb 85 Address at Armed Forces Staff College, Norfolk, VA
 11 Feb 85 Remarks at luncheon for Minister Spaeth of Baden-Wuerttemberg, Germany, Washington, DC
 15 Feb 85 Decision, "A Soldier Who Cares About Families"
 17 Feb 85 Address at Senior Army Reserve Commanders Association Meeting, Washington, DC
 21 Feb 85 White Paper 1985: Leadership Makes the Difference
 23 Feb 85 Remarks at Division Commanders' Conference, Washington, DC
 28 Feb 85 Phone remarks to Pre-Command Course, Ft. Leavenworth, KS
 28 Feb 85 Remarks at visit of US Military Academy Football Team, The Pentagon, Washington, DC
 4 Mar 85 Remarks at Reserve Component Brigadier General Conference, Washington, DC
 5 Mar 85 SOLDIERS, "The G I Bill"
 5 Mar 85 Opening Statement before U.S. Senate Appropriations Committee, "Budget Overview FY 1986," Washington, DC
 6 Mar 85 Opening Statement Before Sub-Committee on Defense, U.S. House of Representatives Committee on Appropriations, "Budget Overview FY 1986," Washington, DC
 7 Mar 85 Letter to General Officers on "Where's Dad?—A Videotape About Caring"
 8 Mar 85 Remarks at Congressional Seminar for Youth Program, The Pentagon, Washington, DC
 19 Mar 85 Videotape for Health Services Command Commanders Conference
 25 Mar 85 Remarks to Retiree Council, Alexandria, VA
 2 Apr 85 Statement to Personnel and Compensation Subcommittee, U.S. House of Representatives Armed Services Committee, "Military Retirement Benefits," Washington, DC
 3 Apr 85 Remarks at Salisbury Prayer Breakfast, Salisbury, MD
 4 Apr 85 Address at Judge Advocate General School and Senior Officer Legal Orientation Course, Charlottesville, VA
 4 Apr 85 Remarks to Pre-Command Course, Ft. Leavenworth, KS
 10 Apr 85 Remarks at Army National Security Seminar, The Pentagon, Washington, DC
 15 Apr 85 Remarks at the The National Military Family Association Award Luncheon, Bolling, AFB, Washington, DC
 16 Apr 85 Remarks at Capstone Briefing, The Pentagon, Washington, DC
 16 Apr 85 Address to 1st and 2d Classes, US Military Academy, West Point, NY
 17 Apr 85 Interview with Dick Halloran, New York Times
 18 Apr 85 Address at George C. Marshall Reserve Officer Training Corps Awards Dinner, Virginia Military Institute, Lexington, VA
 18 Apr 85 Address at Army Officers' Wives Club of the Greater Washington Area Luncheon, Washington, DC
 19 Apr 85 Address to Executive Seminar in National and International Affairs, Foreign Service Institute, Arlington, VA
 22 Apr 85 Soldiers, "How good a leader are you?"
 24 Apr 85 Phone address to Pre-Command Course, Ft. Leavenworth, KS
 25 Apr 85 Remarks during visit of GEN Salik, Chief of Staff, Turkish Army, Washington, DC
 26 Apr 85 Army Aviation, "LHX: A Compelling Need"
 26 Apr 85 Remarks at Congressional Seminar for Youth, The Pentagon, Washington, DC
 2 May 85 Remarks to Pentagon Action Officers, The Pentagon, Washington, DC
 3 May 85 Address at Air Defense Artillery Ball, Ft. Myer, VA
 7 May 85 Remarks at Dinner for Senator Goldwater, Quarters 1, Ft. Myer, VA
 8 May 85 Address at Armor Conference, Ft. Knox, KY
 9 May 85 Remarks at Dinner of Ft. Devens Association of US Army, Ft. Devens, MA
 13 May 85 Remarks during visit of GEN Nakamura, Chief of Staff Japan Ground Defense Force, Washington, DC
 15 May 85 Address at U.S. Training and Doctrine Command/Tactical Air Command/Association of US Army Symposium, Army War College, Carlisle, PA
 16 May 85 Remarks to Pre-Command Course, Ft. Leavenworth, KS
 31 May 85 Remarks at Army Ladies of Arlington Awards Luncheon, Arlington, VA
 3 Jun 85 Remarks at Joint Civilian Orientation Conference, The Pentagon, Washington, DC
 4 Jun 85 Address at Major Army Commands' Safety Directors Conference, Arlington, VA
 13 Jun 85 Letter to General Officers on "Trust"

18 Jun 85 Remarks at 31st National Conference for Civilian Aides, Washington, DC
 20 Jun 85 Remarks to Pre-Command Course, Ft. Leavenworth, KS
 21 Jun 85 Address at Walter Reed Graduation Exercise, Washington, DC
 27 Jun 85 Remarks during visit of GEN Cruz, Chief of Staff, Army, Dominican Republic, Washington, DC
 1 Jul 85 Remarks at Dedication Ceremony of Chief of Staff Conference Room, The Pentagon, Washington, DC
 3 Jul 85 Soldiers, "Jointness: Working with our Sister Services"
 11 Jul 85 Remarks at Ft. Jackson, SC, Leadership Talk and Association of US Army Address, Ft. Jackson, SC
 16 Jul 85 Remarks at Command Chaplains Conference, Arlington, VA
 17 Jul 85 Address at Army Community Service Training Conference Banquet, Arlington, VA
 18 Jul 85 Remarks during visit of GEN Anf, Vice Chief of Staff, Army, Pakistan, Washington, DC
 25 Jul 85 Phone Address to Pre-Command Course, Ft Leavenworth, KS
 31 Jul 85 Letter to General Officers on "Shortage of Catholic Chaplains"
 9 Aug 85 Remarks at Information Management Ball, Springfield, VA
 12 Aug 85 Remarks at 4-Star Commanders Conference and at Dinner, Washington, DC
 15 Aug 85 Introduction of GEN Vessey at Army Leadership Seminar Dinner, Washington, DC
 14-16 Aug 85 Remarks at Army Leadership Seminar, Washington, DC
 22 Aug 85 Remarks at Dinner for GEN and Mrs. Vessey, Quarters 1, Ft. Myer, VA
 28 Aug 85 Videotape for Army Materiel Command
 29 Aug 85 Address to Pre-Command Course, Ft. Leavenworth, KS
 3 Sep 85 Remarks at Army Staff Luncheon for Chairman, Joint Chiefs of Staff, The Pentagon, Washington, DC
 4 Sep 85 Soldiers, "Values"
 7 Sep 85 Remarks at US Army Military Police Corps Ball, Fairfax, VA
 9 Sep 85 Address at Major Command Command Sergeants Major Conference, The Pentagon, Washington, DC
 9 Sep 85 Remarks at Leadership talks and at dinner, Ft. Carson, CO
 12 Sep 85 Remarks during visit of LTG Gratton, Chief of Staff Australian Army, Washington, DC
 14 Sep 85 Remarks at Army National Guard Commanders Conference, Ft. Benning, GA
 16 Sep 85 Remarks at Drill Sergeant of the Year Award Ceremony, The Pentagon, Washington, DC
 16 Sep 85 Interview with *Air Force Journal*
 19 Sep 85 Remarks at Senior Service College Army Fellows Orientation, The Pentagon, Washington, DC
 27 Sep 85 Interview with *Time Magazine*
 27 Sep 85 Remarks for presentation of Army Saber to GEN Vessey, The Pentagon, Washington, DC
 27 Sep 85 Phone Address to Pre-Command Course, Ft. Leavenworth, KS
 30 Sep 85 Opening Remarks at Reserve Component Brigadier Generals Conference, Washington, DC
 Oct 85 Army 1985-86 Green Book, "Leadership is Key in Coping with Wide Threat Spectrum"
 5 Oct 85 Remarks at Reactivation Ceremony for 29th Infantry Division, Ft. Belvoir, VA
 7 Oct 85 Address at Army War College, Carlisle, PA
 10 Oct 85 Interview with George Wilson, *Washington Post*
 11 Oct 85 Address at 1st Army Commanders Conference Dinner, Ft. Meade, MD
 14 Oct 85 Address at Association of US Army Luncheon for the Sergeants Major, Washington, DC
 15 Oct 85 Address at Association of US Army Annual Meeting, Washington, DC
 16 Oct 85 Opening Remarks to Army Commanders Conference, Washington, DC
 20 Oct 85 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 24 Oct 85 Letter to General Officers on "Fraud, Waste, and Abuse"
 30 Oct 85 Address at Intelligence and Security Commands Commanders Conference, Ft. Monroe, VA
 31 Oct 85 Remarks during visit of GEN Von Sandrart, Chief of Staff, Army, Federal Republic of Germany, Washington, DC
 Nov 85 The Elite and Their Support, "Light Infantry Division"
 1 Nov 85 Interview with Peter Grier, *Christian Science Monitor*
 4 Nov 85 Soldiers, "Mentoring"
 2 Nov 85 Remarks at Active Duty Brigadier Generals Conference, Washington, DC

4 Nov 85 Remarks at Advisory Task Force on Soldiers and Families Meeting, Washington, DC
 7 Nov 85 Address at General Officer Professional Development Course, Army War College, Carlisle, PA
 14 Nov 85 Video address to U.S. Forces Command Commanders Conference, Ft. McPherson, GA
 19 Nov 85 Video address to Training and Doctrine Command Commanders Conference, Ft. Monroe, VA
 27 Nov 85 Address at National Defense University, Ft. McNair, Washington, DC
 4 Dec 85 Address to COLs and GM-15s, The Pentagon, Washington, DC
 5 Dec 85 Opening Statement before the Committee on Armed Services, U.S. Senate, "Defense Reorganization," Washington, DC
 5 Dec 85 Remarks during visit of LTG Bengtsson, Commander in Chief, Swedish Army, Washington, DC
 9 Dec 85 Phone Address to Pre-Command Course, Ft. Leavenworth, KS
 20 Dec 85 Remarks at 101st Airborne Division (Air Assault) Memorial Ceremony, Ft. Campbell KY
 20 Dec 85 Remarks at Dinner for Ambassador Lew, Republic of Korea, Quarters 1, Ft. Myer, VA
 6 Jan 86 Remarks at Air War College, Maxwell AFB, AL
 9 Jan 85 Remarks at Continental United States Army Commanders Conference, Washington, DC
 26 Jan 86 Address at Senior Army Reserve Commanders Association Conference, Washington, DC
 27 Jan 86 Remarks at National Federation of Parents for Drug Free Youth Award Ceremony, The Pentagon, Washington, DC
 28 Jan 86 Address at Reserve Officer Association Army Section Luncheon, Washington, DC
 29 Jan 86 Address at Personnel Proponent General Officer Steering Committee Conference, Arlington, VA
 30 Jan 86 Remarks at 5th Anniversary Ceremony for Secretary Marsh, The Pentagon, Washington, DC
 31 Jan 86 Remarks to Dr. Dobson and his Focus on Family associates, Washington, DC
 3 Feb 86 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 6 Feb 86 Address to Navy Flag Officer Selectees, The Pentagon, Washington, DC
 7 Feb 86 Opening Statement before Committee on House Armed Services, U.S. House of Representatives, "The Posture of the U.S. Army, Fiscal Year 1987," Washington, DC
 3-9 Jan 86 Remarks at Army Division Commanders Conference, Washington, DC
 10 Feb 86 Remarks to Army Audit Agency personnel, The Pentagon, Washington, DC
 13 Feb 86 Address to Greater Issues Program, The Citadel, Charleston, SC
 14 Feb 86 Address at Armed Forces Staff College, Norfolk, VA
 18 Feb 86 Address at Naval War College, Newport, RI
 20 Feb 86 Remarks during visit of LTG Manuel M. Albuja, Commanding General of the Army, Ecuador, Washington, DC
 20 Feb 86 Testimony before U.S. House of Representatives Investigations Subcommittee, Committee on Armed Services, "Defense Organization," Washington, DC
 24 Feb 86 Opening Statement before U.S. Senate Appropriations Committee, "Budget Overview FY 1987," Washington, DC
 24 Feb 86 Address to Air Force Brigadier Generals, The Pentagon, Washington, DC
 25 Feb 86 Opening Statement before Subcommittee on Defense, U.S. House of Representatives Appropriations Committee, "Budget Overview FY 1987," Washington, DC
 28 Feb 86 Remarks at Dallas Association of US Army, Council of World Affairs, and West Point Society of N. Texas Dinner, Dallas, TX
 5 Mar 86 Address to New Action Officers, The Pentagon, Washington, DC
 6 Mar 86 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 15 Mar 86 Interview with Armed Forces Korea Network, Seoul, Korea
 23 Mar 86 Remarks at 6th ID Activation Ceremony, Ft. Richardson, Alaska
 26 Mar 86 Remarks at 4-Star Commanders Spring Conference, Washington, DC
 28 Mar 86 Letter to General Officers on "The Army's Accident Prevention Performance"
 31 Mar 86 Remarks at Dedication Ceremony of Army Intelligence Corridor, The Pentagon, Washington, DC
 3 Apr 86 Video Address to the Pre-Command Course, Ft. Leavenworth, KS
 7 Apr 86 Address at Air Force Brigadier Generals Orientation Course, The Pentagon, Washington, DC
 9 Apr 86 Video Address to Infantry School Conference, Ft. Benning, GA
 10 Apr 86 Remarks during visit of LTG Yousef al-Rashed, Commander, Saudi Arabian Land Forces, Washington, DC
 12 Apr 86 Videotape "Straight Answers to Tough Questions"

14 Apr 86 Address to Capstone Course. The Pentagon. Washington, DC
 15 Apr 86 Opening statement before U.S. Senate Armed Services Committee.
 "Posture of US Army." Washington, DC
 16 Apr 86 Address to First and Second Classes. US Military Academy. West Point, NY
 17 Apr 86 Address to George C. Marshall Reserve Officer Training Corps Cadets. Virginia Military
 Institute. Lexington, VA
 5 May 86 Address at the Northeast Asia Council for Strategic and International Studies Luncheon.
 Washington, DC
 6 May 86 Remarks at Ceremony when GEN Wickham received 1st Eisenhower Liberation Medal Honoring WWII
 American Soldiers. Washington, DC
 7 May 86 Remarks at Luncheon for Deputy Chief of General Staff GEN Han Huazhi. Peoples Republic of China.
 Washington, DC
 7 May 86 Remarks at Cocktail-Buffer for GEN Gabriel. CSA Air Force. Quarters 1. Ft. Myer, VA
 8 May 86 Address at General Officer Professional Development Course. Army War College. Carlisle, PA
 8 May 86 Address at 2d National Forum on Human Resources. Washington, DC
 10 May 86 Videotape for 4th of July Celebration
 10 May 86 Soldiers. "Ambition vs. Selflessness"
 10 May 86 Videotape on Values
 12 May 86 Video Address to Pre-Command Course. Ft. Leavenworth, KS
 15 May 86 Remarks during visit of GEN Salazar Braga. Chief of Staff. Portuguese Army.
 Washington, DC
 21 May 86 Statement Before the U.S. House of Representatives. Subcommittee on Procurement and Military
 Nuclear Systems. Committee on Armed Services. "Bradley Fighting Vehicle." Washington, DC
 21 May 86 Letter for U.S. Forces Command Program for Change of Command and Retirement Ceremony.
 Ft. McPherson, GA
 21 May 86 Interview with Signal Magazine
 22 May 86 Address at Army Ladies of Arlington Luncheon. Ft. McNair, Washington, DC
 22 May 86 White Paper 1986. "Values-The Bedrock of our Profession"
 23 May 86 White Paper 1986. "Bradley Fighting Vehicle"
 3 Jun 86 Remarks during visit of GEN Park Hee-do. Chief of Staff. Army. Republic of Korea. Washington, DC
 6 Jun 86 Remarks at luncheon of Tennessee-Kentucky Association of U.S. Army. Ft. Campbell, KY
 6 Jun 86 Remarks at Review of 101st Airborne Division. Ft. Campbell, KY
 6 Jun 86 Address at 101st Airborne Division Association Banquet. Ft. Campbell, KY
 10 Jun 86 Remarks at Dinner for Chief. Naval Operations. and Mrs. Watkins. Quarters 1. Ft. Myer, VA
 11 Jun 86 Letter to General Officers on "FM 100-5: Operation-AirLand Battle Doctrine"
 12 Jun 86 Remarks at Armed Forces YMCA Award. The Pentagon, Washington, DC
 16 Jun 86 Remarks at Joint Civilian Orientation Conference. The Pentagon, Washington, DC
 17 Jun 86 Video address to U.S. Training and Doctrine Command and Major Army Commands
 Sergeants Major Conference. Ft. Monroe, VA
 18 Jun 86 Breakfast Address to Civilian Aides Conference. The Pentagon, Washington, DC
 19 Jun 86 Address to Pre-Command Course. Ft. Leavenworth, KS. and Address at Ft. Riley, KS
 26 Jun 86 Remarks at Army Competition Conference. Washington, DC
 26 Jun 86 Remarks at Foreign Area Officer Conference. Washington, DC
 30 Jun 86 Remarks at Change of Command ceremony. Military District of Washington. Ft. McNair,
 Washington, DC
 30 Jun 86 Remarks at GEN Richardson's Retirement and Change of Command Ceremony.
 Ft. Monroe, VA
 3 Jul 86 Interview with Army Magazine
 15 Jul 86 Army 1986-87 Green Book. "Vision and the Army of Today and Tomorrow"
 24 Jul 86 Video Address to Pre-Command Course. Ft. Leavenworth, KS
 30 Jul 86 Remarks at Senior Service College Fellows Orientation. The Pentagon, Washington, DC
 31 Jul 86 Remarks at Retirement Ceremony for LTG Lawrence. President. National Defense University.
 Ft. McNair, Washington, DC
 4 Aug 86 Soldiers. "The Professional Army Ethic"
 13 Aug 86 Opening Remarks to Army Leadership Seminar. The Pentagon, Washington, DC

20 Aug 86 Address at Army Community Services Workshop, Washington, DC
 21 Aug 86 Remarks during visit of GEN Hashim, Chief of Army, Malaysia, Washington, DC
 28 Aug 86 Address to Command and General Staff College, Ft. Leavenworth, KS
 28 Aug 86 Address to Pre-Command Course, Ft. Leavenworth, KS
 1 Sep 86 Letter to General Officers on "Vision for Today's Army"
 13 Sep 86 Video address to Army National Guard Commanders Conference, Camp Robinson, AK
 15 Sep 86 Remarks at Drill Sergeant of the Year Award Ceremony, The Pentagon, Washington, DC
 16 Sep 86 Remarks to Army War College Class, Carlisle, PA
 17 Sep 86 Remarks at Award Ceremony for GEN Wickham at Swedish Embassy, Washington, DC
 17 Sep 86 Address to Air Staff Training Program, The Pentagon, Washington, DC
 19 Sep 86 Interview with Wall Street Journal
 22 Sep 86 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 25 Sep 86 Remarks during visit of GEN Gramajo, Chief of Staff, National Defense Staff, Guatemala
 26 Sep 86 Address to General Officer Professional Development Course, Army War College, Carlisle, PA
 3 Oct 86 Address to COLs and GM-15s, The Pentagon, Washington, DC
 6 Oct 86 Address to Capstone Course, The Pentagon, Washington, DC
 6 Oct 86 Remarks at Continental United States Army Commanders Conference, Washington, DC
 8 Oct 86 Remarks during visit of GEN Isha, Chief of the Japan Ground Defense Force, Washington, DC
 9 Oct 86 Address at the Judge Advocate General Conference, Charlottesville, VA
 10 Oct 86 Address at the Defense Health Council, Leesburg, VA
 13 Oct 86 Address at the Association of US Army Luncheon for the Sergeants Major, Washington, DC
 14 Oct 86 Address at the Association of US Army Annual Meeting, Washington, DC
 15 Oct 86 Opening remarks at Army Commanders Conference, Washington, DC
 16 Oct 86 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 25 Oct 86 Remarks at NCO Academy, Ft. Stewart, GA
 3 Nov 86 Address at National Defense University, Ft. McNair, Washington, DC
 5 Nov 86 Remarks during visit of GEN Phäpp, Commandant of Austrian Army, Washington, DC
 6 Nov 86 Videotape Address to U.S. Forces Command Commanders Conference, Ft. McPherson, GA
 6 Nov 86 Videotape Address to U.S. Training and Doctrine Command Commanders Conference, Ft. Monroe, VA
 10 Nov 86 Address at Brigadier General Conference, Washington, DC
 14-25 Nov 86 Address to Army Command Academy, Nanjing, China, during visit to China
 1 Dec 86 Soldiers, "Living Army Values"
 9 Dec 86 Remarks at Association of US Army, Ft. Hood, TX
 11 Dec 86 Remarks at Association of US Army Banquet, Ft. Bliss, TX
 12 Dec 86 Remarks at SMA Academy, Ft. Bliss, TX
 18 Dec 86 Remarks at Continental United States Army Commanders Conference, Washington, DC
 8 Jan 87 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 12 Jan 87 Address at 1987 Worldwide Inspector General Conference, Arlington, VA
 21 Jan 87 Remarks at Superior Unit Award to Old Guard, Ft. Myer, VA
 23 Jan 87 Remarks at Sixth Anniversary Ceremony for Secretary Marsh, The Pentagon, Washington, DC
 24 Jan 87 Opening Remarks at Division Commanders Conference, Washington, DC
 24 Jan 87 Remarks at US Army Band 65th Anniversary Concert, Constitution Hall, Washington, DC
 29 Jan 87 Remarks during visit of GEN Pamplona, Chief of Army General Staff, Brazil, Washington, DC
 30 Jan 87 Remarks to Dr. Dobson's Focus on Family Group, Washington, DC
 5 Feb 87 Opening Statement to the Senate Armed Services Committee, "Strategy/Posture Overview (FY 88-89)," Washington, DC
 7 Feb 87 Remarks at Adjutant Generals' Mid-Winter Conference, Washington, DC
 10 Feb 87 Opening Statement before U.S. House Appropriations Committee, "Budget Overview (FY 88-89)," Washington, DC
 11 Feb 87 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 12 Feb 87 Breakfast Address to Association of US Army Landpower Forum, Arlington, VA

13 Feb 87 Address to US Marine Corps Command and Staff College, Quantico, VA
 19 Feb 87 Address to Princeton Reserve Officer Training Course and Woodrow Wilson School of Public and International Affairs, Princeton, NJ
 23 Feb 87 Address to the Senior Executive Services, The Pentagon, Washington, DC
 3 Mar 87 Remarks at Army Safety Directors Workshop, Washington, DC
 5 Mar 87 Remarks to Pre-Command Course, Ft. Leavenworth, KS
 11 Mar 87 Remarks at Personnel Proponent General Officer Steering Committee Meeting, Arlington, VA
 12 Mar 87 Remarks at Reserve Component Brigadier Generals Conference, The Pentagon, Washington, DC
 13 Mar 87 Address to Capstone Course, The Pentagon, Washington, DC
 15 Mar 87 *Jones Defense Weekly*, "Force Modernization"
 16 Mar 87 Address to Harvard University National Security Seminar, Cambridge, MA
 16 Mar 87 Address at West Point Society of New York Founders Day Dinner, New York, NY
 20 Mar 87 Remarks to Corps Commanders Conference, Ft. McNair, Washington, DC
 20 Mar 87 Interview with Boyd Givens, *National Geographic*
 23 Mar 87 Remarks to Armed Forces Staff College, Norfolk, VA
 24 Mar 87 Remarks at Army Science Board Membership Meeting, Ft. McNair, Washington, DC
 25 Mar 87 Remarks at Retirees Council Meeting, Alexandria, VA
 27 Mar 87 Address Executive Seminar in National and International Affairs, The Pentagon, Washington, DC
 1 Apr 87 SEAPOWEP, "The United States Army: Ready Today—Preparing for Tomorrow"
 9 Apr 87 Remarks at Infantry Conference, Ft. Benning, GA
 10 Apr 87 Address at AAAA Awards Luncheon, Ft. Worth, TX
 14 Apr 87 Remarks at Assumption of Command Ceremony at the Army Materiel Command, Alexandria, VA
 14 Apr 87 Address at Army Mutual Aid Association Annual Meeting, Ft. Myer, VA
 14 Apr 87 Address to First and Second Classes, US Military Academy, West Point, New York
 15 Apr 87 Remarks upon receipt of award from National Safety Council, The Pentagon, Washington, DC
 24 Apr 87 *Army Echoes*, "Challenges for the Total Army Family"
 30 Apr 87 Video Address to Pre-Command Course, Ft. Leavenworth, KS
 4 May 87 Remarks during visit of GEN Pol, Chief of Staff, Italian Army, Washington, DC
 11 May 87 Remarks at Drill Sergeant of the Year Award Presentation, The Pentagon, Washington, DC
 12 May 87 Opening Statement before Senate Appropriations Committee, "Budget Overview (FY88-89)," Washington, DC
 13 May 87 Remarks to COLs and GS-15s, The Pentagon, Washington, DC
 14 May 87 Video address to Pre-Command Course, Ft. Leavenworth, KS
 27 May 87 Address at US Military Academy Graduation Ceremony, West Point, NY
 28 May 87 Remarks at Army Ladies of Arlington Luncheon, Ft. McNair, Washington, DC
 Jun 87 *Soldiers*, "Reflections"
 1 Jun 87 Remarks at Ceremony Changing Name of Army Mutual Aid Association, Washington, DC
 5 Jun 87 Address at National Strategy Seminar, Army War College, Carlisle, PA
 12 Jun 87 Remarks at TRADOC Departure Ceremony, Ft. Monroe, VA
 15 Jun 87 Remarks at Retirement Review hosted by SECDEF and CJCS for Chief of Staff, Army, Ft. Myer, VA
 17 Jun 87 Address to Army Staff and Office of the Secretary of the Army General Officers, The Pentagon, Washington, DC
 19 Jun 87 Remarks at Retirement Review for SMA Morrell, Ft. Myer, VA
 22 Jun 87 Remarks at GEN Wickham's Retirement and Change of Stewardship, Ft. Myer, VA

APPENDIX B

Letters to the Army's General Officers

Letter to the ARMY's GENERAL OFFICERS On Career Development

31 August 1983

One of the major responsibilities of the Chief of Staff involves the assignment and career development of general officers. The objective is to capitalize on all general officers' capabilities for fulfilling Army missions and assuring individual growth as well as Army-wide depth of experience. Our missions will continue to require a broad base of commanders and specialists with solid experience in Army, Joint and coalition affairs. Guidance to selection boards takes these needs into account. As a consequence, the assignment and promotion selection process seeks to develop depth in career specialties and to groom those who clearly demonstrate potential for increasing responsibility at the Three- and Four-Star ranks. This process obviously requires a great deal of care because assignments not only must meet the needs of the Army but also should meet the needs of the individual, including the family, and the need to assure adequate tour stability. For benefit of the individual and the Army I believe we should try to leave general officers in assignments for a minimum of two years, but this may not always be possible.

Our generals are highly visible. This is true because they fill important roles in our nation's defense and because they are few in number. In fact, the United States is one of the countries with the fewest number of generals in relation to soldiers. For example, we have one general to approximately 2000 soldiers while the Soviets have one to approximately 900 and the Israelis one to approximately 1100. While our responsibilities are greater, our actions are more visible. In a sense generals are "on parade" twenty-four hours a day. Everything we do, on duty and off duty, reflects on the Army and sets examples for those entrusted to our care. Thus the nation and the Army have the right to insist on distinguished service from its general officers. We must set examples of personal and professional excellence. Those who do not measure up will be asked to leave.

As you know, specific assignments are generated by Army and Joint needs. An officer's experience as well as his preference are factored into assignment options, hence, generals are invited to make known to the General Officer Management Office, the Deputy Chief of Staff for Personnel, or the Vice Chief of Staff where and how they feel the Army could best use their talents. Although there are times when unforeseen circumstances such as illness or retirement cause short-notice moves, we shall try to give the maximum notice possible on general officer reassignments. Assignment options are developed based on consultation with MACOM commanders concerned, the Deputy Chief of Staff for Personnel, and the Vice Chief of Staff. I make the final decision -- if necessary, in consultation with the Secretary of the Army, the Chairman of the Joint Chiefs of Staff, or a unified commander.

In summary, as Chief of Staff I have the obligation to place generals in positions where they can contribute the best and enhance their growth potential. I take this responsibility very seriously and devote considerable time to it each day. While the assignment and selection process must reflect discretion as well as decisiveness, we also seek to keep it personalized, open to input, and sensitive to the needs of the Army as well as the career development potential of individuals.

Letter to the ARMY'S GENERAL OFFICERS On Role of Commanders Regarding Inspections

11 January 1984

In my visits throughout the Army, I discuss the importance of training, maintaining, leading, and caring. Recent events have shown that leading and caring are essential to readiness and excellence. With them, our soldiers and our Army can continue to grow healthy and strong. With ethical and competent leadership, our soldiers can be expected to believe in their unit and their mission. With caring, our soldiers and their families can make the sacrifices required of them.

One of the key players in ensuring our Army's readiness is the company commander. All the equipment and soldiers in our divisions belong to company commanders. Although they have no staff, they are eventually responsible for all requirements generated by those above them. The requirements on company commanders are heavy and it is generally recognized that we must remove some of their burden. The test of the Army's human and leadership goals and the SMART initiatives are just two examples of the effort to unburden the company commander by identifying and removing distractors from our primary mission, readiness. We must do more.

One of the most effective initiatives to unburden company commanders and provide them the optimum ethical environment is to give a clear, articulated focus early in their tenure as to what the chain of command expects of them. We must reinforce this initiative by checking that things we say are important are perceived as being important. This is accomplished most effectively by the commander. An inspection would provide a solid base line from which to build and reinforce the commander's articulated focus.

Many commanders rely exclusively on inspection teams and seldom conduct formal command or staff inspections. I am reluctant to tell you who should conduct inspections but the chain of command should be actively involved. Since the content of an inspection should focus on your priorities, you should determine its content. You know my areas of emphasis. I urge you to establish a command inspection program that provides unit commanders a "free" inspection within 1 to 3 months of assumption of command. The Inspector General will assist in implementing this program for continued healthy growth in our ranks.

Training, maintaining, caring, and leading monitored by an improved command inspection program are mutually supporting and will help the Army continue to take care of its own.

Letter to the ARMY'S GENERAL OFFICERS On Adopting a Healthy Lifestyle

25 May 1984

On June 12, 1944, BG Theodore Roosevelt, Jr. collapsed and died of a heart attack on Utah Beach. He was 56 years old. The tragic loss of senior leaders to heart disease is a major problem for the military in both peace and wartime. Heart disease remains the leading cause of death, after accidents, in the military today. Cancer is not far behind. The good news is that scientific evidence points more and more to a solution—adopting a healthy lifestyle markedly reduces the likelihood of death and disability from all three of these major killers.

In the best seller, *Megatrends*, John Naisbitt claims we are in the midst of a revolution in health and fitness concepts. The message in Chapter 6 is, to stay healthy and happy, take charge of your own life by adopting

a healthy lifestyle, physically, mentally, spiritually

Healthy lifestyles accomplish other objectives crucially important to the military vocation: better physical fitness, improved mental efficiency, heightened individual productivity and a sense of personal well-being. These are important components of individual readiness.

I have asked that the accompanying insert, "Total Fitness Program for Executives", be prepared. It is a set of six straight-forward, common sense guidelines for a healthy lifestyle. All of us should consider this kind of a program.

An Army of Excellence rests on units of top notch readiness, and this can be achieved only if all of us—our soldiers, leaders, and family members—are fit and leading wholesome lives.

Letter to the ARMY'S GENERAL OFFICERS On Using The OER Support Form Effectively

1 June 1984

One of the best indications of how we perform as professionals is the time and effort we spend on the development of our subordinates. No other pursuit can better posture us for the accomplishment of our missions and ensure the future of our Army. Making clear our expectations to our subordinates, allowing them to participate in the decision-making process, coaching and guiding them, and focusing on the linkage between their performance and the organization's missions are fundamental aspects not only of this effort but also of good leadership.

In October of 1979, the DA Form 67-8-1 "OER Support Form" was instituted to discipline this effort in the officer corps. Although this form was used fairly effectively when first introduced, it is no longer receiving the critical attention it deserves. A recent survey administered to a sizable number of officers indicated a distinct difference between the perceptions of rated officers on one hand and raters and senior raters on the other.

- The Support Form was considered valuable by 62 percent of the rated officers, 77 percent of the raters and 81 percent of the senior raters.
- 89 percent of the raters felt they had coached or counseled their subordinates adequately; however, only 20% of the rated officers were satisfied they had been coached or counseled adequately.
- 80 percent of the raters felt they had complied with the regulatory requirement to discuss objectives with the regulatory requirement to discuss objectives with the rated officer within the first 30 days of the rating period, yet only 31 percent of the rated officers acknowledged an adequate discussion. What makes this even more significant is that 90 percent of the rated officers preferred to have this discussion.

These statistics speak for themselves, we can, and must, do better. To reinvigorate the use of the Support Form among those whom you supervise, emphasize the following:

- Focus on the establishment of objectives at the beginning of the rating period and subsequent revision of these objectives as necessary.
- Force rater and rated officer face-to-face discussion. Once mission-related communication is established among professionals, counseling and coaching happen naturally. Merely requiring the rated officer to submit his or her written performance objectives at the beginning of the rating period and approving them without follow-up discussion is an unacceptable shortcut.

- Get senior raters involved to ensure the rater and rated officer are talking to each other and to show that the senior rater cares. One good technique for senior raters is to initial the Support Form back to the rated officer at the end of the rating period to show that it was reviewed and considered in the rating process.
- Humanize the process. Avoid the formal, polished, Support-Form-on-the-file approach. That isn't effective. The best indication that the process is working is a rated officer's ability at any time to state his or her objectives.

The Inspector General will make this issue an item of interest as he passes through the Army and we will discuss his findings at future Commander Conferences; however, success in this program is your responsibility.

The teaching of those entrusted to our care is the most important legacy any officer can leave to the U S Army, in my opinion. The fact that most rated officers believe they need more open discussion based on the OER Support Form suggests that the officer corps needs to work harder at "footlocker counselling" of subordinates.

Letter to the ARMY'S GENERAL OFFICERS On The Ethical Foundations of Military Leadership

3 August 1984

The Army is doing well. The quality of soldiers, NCOs and officers has never been higher. Ninety percent of our recruits are high school graduates. Discipline continues to improve. People-oriented initiatives are under way to foster cohesion at unit level, to enhance esprit and morale, and to improve the quality of life for families. New tanks, infantry fighting vehicles, and helicopters are entering the Army. At the same time, training has become more challenging and demanding. Units have responded superbly, proving their professional competence in Grenada, in the Canadian Cup tank gunnery competition, along freedom's frontiers around the world, and during exercises in Egypt, Europe, Central America, and Korea.

At a time when we are all blessed with so much opportunity and challenge, I believe we should rededicate ourselves to the fundamentals responsible for the Army's success—the core values that have served our institution and our nation so well. Let me explain.

The significance of these values was brought home to me a few weeks ago when I witnessed the moving ceremonies at Normandy commemorating the 40th anniversary of D-Day. On Utah Beach the sand was clean as far as the eye could see. As the tide rushed out to expose more and more of the beach, the phrase "time and tide wait for no man" had special meaning. With time, the sea had swept the beach clean of the ravages of war. In a similar way, the time and tide of human life are blessings because together they wash away the grief and difficulties of life. But time and tide can also obscure the bitter lessons of the past, and condemn us to repeat our earlier mistakes if we do not learn from them. Time and tide can wash away personal opportunities to expand our horizons and cause us to compromise our personal as well as professional values, thereby eroding our ethical moorings. We need to guard against this.

The ceremonies at Normandy remind us of the sacrifices made 40 years ago. Those sacrifices, made by the soldiers of an earlier generation, underscore the moral and ethical roots of Army service. Our profession involves deep moral values because we are dealing with matters of life and death—for ourselves, for those who serve shoulder to shoulder with us, for our nation, for our families, and for adversaries and noncombatants.

As in the past, our service must rest upon a solid ethical base, because those who discharge such moral responsibilities must uphold and abide by the highest standards of behavior. That ethical base is the cornerstone of our Army because it governs the faith that our subordinates have in our leadership, because it governs the support and resources that our citizens are willing to entrust to our stewardship, and ultimately because it governs our human capacity to prevail on the battlefield.

In times of danger, it is the ethical element of leadership which will bond our units together and enable them to withstand the stresses of combat. This is an irrefutable lesson of history. The same ethical element ensures that in times of national emergency our country will have confidence in its military leaders. There must be no doubt about the fundamental importance of Army ethics to our nation and to our institution.

Several years ago we codified the Army Ethic in FM 100-1, setting forth those values and principles which govern our behavior both as a group and as individuals. We identified four fundamental and enduring values to which the Army holds: *loyalty to the institution*—which implies recognition that the Army exists solely to serve and defend the nation; *loyalty to the unit*—which acknowledges a two-way obligation between those who lead and those who are led; *personal responsibility*—which connotes the obligation of all individuals to accomplish assigned tasks to the fullest of their abilities and to submerge emotions of self-gain in favor of the larger goals of mission accomplishment and welfare of the unit.

The Army Ethic does not displace but rather builds on those soldierly qualities which have come to be recognized as absolutely essential to success on the battlefield. FM 100-1 highlights four soldierly qualities: *commitment*—to some purpose larger than oneself; *competence*—in both an individual sense and as a team member; *candor*—in our dealings with one another; and *courage*—the essential ingredient for dominating fear and the enemy.

This is the Army Ethic, and these are the soldierly qualities which all soldiers should strive to emulate in their personal and professional lives. The intent of these formulations is not to slight other ethical values such as trustworthiness, honesty, dedication, self-sacrifice, and truthfulness. Indeed, the Army Ethic and the four soldierly qualities encompass these other values associated with character and honor. Rather the intent is to establish a foundation which represents the bedrock values of military service in the professional sense. Because they help clarify how we differ from the broader society which we serve, they serve as a point of departure for the professional development of our soldiers and leaders to ensure our continued honorable service to the nation.

For example, the Army Ethic has helped us make heartening progress in standardizing our ethics and values instruction at all levels of professional military education. It is reassuring to see the emphasis given in the "school-house" to ethics. This is essential.

But unlike soldierly skills, ethics and values are more "caught" than "taught." They are "caught" by young soldiers from their leaders and their peers, from the ethical climate that exists in their squads, platoons, and companies. They are "caught" by West Point and ROTC cadets and OCS candidates. They are "caught" by children in families where moral values are lived day in and day out. Schoolroom discussion can never take the place of practical example. That is why I placed so much emphasis on leaders teaching by personal examples of excellence and caring counsel of subordinates. It is the most important legacy we leave.

Therefore, the establishment of an ethical climate in units, the examples set by leaders, and the enforcement of ethics by peer pressure are essential in an Army of excellence.

Our program of instruction in ethics should enable us to know what is right and to equip us to choose right over wrong. Then we must ensure that what we do is right. None of this has ever been easy.

Ethical decisions almost always involve tough choices. They are not merely cases of mechanical application of academic principles. They frequently invoke difficult dilemmas of conscience and strong feelings. All soldiers, for example, must resolve for themselves the conflict between legitimate ambition and excessive concern for self-advancement. We, as part of our institution, must collectively achieve a balance between unswerving loyalty to our institution and healthy internal criticism. These are difficult issues, but the Army Ethic provides us with a framework that allows us to come to grips with them. We must learn "to choose the harder right instead of the easier wrong and never to be content with the half truth when the whole can be won."

Our goal as an institution should be to maintain and improve the ethical climate in which we operate. Some examples of what we must do come readily to mind. We must eliminate the mind set that produces such directives as "I don't care how you do it, just do it." Such an approach is the opposite of that for which we must

strive. We must continue to insist on honesty and integrity in reporting. We need to eliminate those systems which seem to drive young officers and NCOs, in particular, to expedient solutions of a questionable ethical nature. We have to get away from the zero-defect mindset. We must be willing to admit errors and to tolerate honest mistakes in the training environment. We must encourage professional self-criticism and analysis in our journals, in our schools, and in our units. Above all, we must never forget, in the rush of day-to-day activities, that our profession deals with the most profound moral issues, and that the strength of character, in our personal and professional lives, which we and our country seek in time of war must be fostered in times of peace.

A man of character in peace is a man of courage in war. As Aristotle taught—character is a habit, the daily choice of right over wrong. It is a moral quality which grows to maturity in peace and is not magically developed on the battlefield. Rededicating ourselves to the Army Ethic and to the professional soldierly qualities can help us to maintain an Army of excellence. Only in this way can we be prepared for the ultimate challenge that somewhere, sometime, the success or failure of national policy may rest in the hands of "soldiers of character, activated by principles of honor."

I expect every leader in our Army of excellence to understand the intent of this article and to abide by it in his or her personal as well as professional life.

Letter to the ARMY'S GENERAL OFFICERS On Interservice Teamwork

24 August 1984

We in today's Army are undertaking a historic endeavor: in conjunction with our sister services, we are actively seeking to strengthen interservice cooperation and foster a spirit of teamwork. While we have always talked about "jointness," we are now trying to take a more substantive approach. The Memoranda of Agreement signed this year with the Air Force and the Navy are indicative of the environment we are trying to create.

The Army is leading the way in this endeavor. It is essential that we conduct ourselves in a way that promotes the spirit, as well as the words, of these agreements. If we "bad mouth" or disparage our sister services, even in jest, we will undercut these important agreements and the close relationships we are developing. I want the Army to "set the example" when it speaks out, in private or in public, about interservice relationships. Be positive, be supportive!

If we go to war, we will go jointly. The landpower of our Army is projected in numerous ways, but mainly by naval and air forces. Therefore, we must work together. In addition to using national resources more effectively, the mutual trust and confidence that emerges from these interservice agreements will serve the nation well—in peace and in war.

Our Allies need to learn this lesson. We can help set an example for them, and for all of our officers who will "do as we do and say as we say."

Letter to the ARMY'S GENERAL OFFICERS On Today's Army—Proud and Ready

5 October 1984

The Army today is the best ever in the lifetime of those serving. We have better people, more and better equipment, better training and sustainment, and solid support from the Congress and the American people. All of this means improved force readiness. Our soldiers see improvements, day by day, and they are proud to be in an Army uniform.

During the past eighteen months, I have emphasized the need for a solid Army Ethic and the importance of four essentials for producing better soldiers and better units: Training, Maintaining, Leading, and Caring. How well all of us address these essential elements will determine just how capable our Army will be to meet the missions entrusted to it.

My thoughts in the following four articles are not new or revolutionary, but they are pure Wickham and important to me as steward of the Army. Sometimes they are so obvious, that all of us from time to time tend to overlook them.

Our mutual task is to assure that Today's Proud and Ready Army continues to improve. The resources are there; the quality of leadership will make the difference.

Letter to the ARMY'S GENERAL OFFICERS On Training

12 October 1984

Training is not done in a sterile environment of cold calculating management. Training has to be rooted in deep ideals and beliefs—something worth dying for. The warmth of service to those beliefs—love of country, pride and belief in each other—yes, duty, honor, country—that's the warrior ethic.

Richard E. Cavazos
General, USA, Ret

The Army is in a state of transition, preparing itself for the challenges of the future. Missions are more diverse and demanding. Thus, the training of our soldiers and units becomes more important than ever before. Since readiness is our priority task, quality training is absolutely essential if we are to fulfill our missions and responsibly use the resources entrusted to us.

Today there are many factors that contribute to the challenging environment within which we must train our soldiers and units:

The threats to our security are dangerous and growing. Hence, the Army must be prepared for a broad spectrum of missions with the greatest risk of hostilities being at the lower end of the spectrum where most of the conflicts today are taking place. As a consequence, we must be deadly serious about our business of being ready for war—so as to assure peace. If we compromise on standards of training, we jeopardize unit cohesion and the lives of our soldiers who may have to fight tomorrow or deploy rapidly without further preparation. At times, we may have the luxury of "training up" for an assigned mission. However, most of the time, we will not. Grenada is the classic example.

- Over 400 new warfighting systems are being developed and fielded within the Army. Many exhibit unrivaled mobility and lethality. They are also sophisticated, requiring a high level of knowledge and proficiency by crew and commanders if we are to capitalize on their capabilities.

- An evolution in doctrine and tactics now places unprecedented emphasis on initiative, offensive action, flexibility, and coordination within the combined arms team. New tactical concepts require excellence in professionalism and military skills by leaders at all levels.

- Volunteer soldiers are first class soldiers who are smart, tough, and patriotic. They expect first class leadership and training. Making the most of this superb human resource calls for training that is demanding, realistic, and imaginative. Quality soldiers deserve quality training. After all, tough training saves lives in battle. Soldiers instinctively know this and our mission demands it.

To be effective, Army training must start at the top. Because of this, we have initiated a thorough study of officer professional development, to be completed this year. By mid 1985 we plan to conclude similar studies of the Warrant Officer and NCO Corps. These comprehensive studies will focus on officer, warrant officer, and NCO training and professional development in Army schools, and their output will be relevant to training needs in light of future Army missions and requirements.

The soon-to-be published capstone training manual for the Army, FM 25-1, describes what it takes to provide training that develops strong bonds and confidence between soldiers and leaders. This type of training reflects our commitment to professional excellence and the warrior ethic. The points that follow highlight what good training is and what it achieves:

- As all of us know from personal experience, good training bonds units. Training involves shared experiences and mutual challenges that develop and sustain cohesion. Training generates confidence in the organization and its leaders which in turn strengthens the morale of each soldier. The Israeli Army has discovered this from their studies of why some units perform and survive better than others in battle.

- Good training leads directly to good discipline—both collective and individual. Concurrently, good training develops initiative and resourcefulness: the ability to perform independently under a wide range of conditions.

- Good training for soldiers builds faith and trust in the chain of command and is conducted by leaders who are proficient, dedicated, and concerned for their soldiers' well-being.

- Good training concentrates on wartime missions and the way units are going to fight, but at the same time assures that the training is safe. Training can be tough and demanding without being reckless or careless about the lives and limbs of our precious human resource.

- Good training is performance-oriented with realistic objectives for each training period. It develops and sustains the skills of soldiers and leaders within the organization.

- Good training sticks to Army doctrine in order to standardize what is taught. If we don't standardize, we waste soldiers' time because they have to unlearn and relearn, time and again, as they move from unit to unit. At the same time, good training is not rote, unimaginative or boring to the soldier. It takes full advantage of the NTC and major training opportunities. Innovative training challenges the soldier physically and mentally to be all he or she can be.

- Good training involves holding our soldiers and their leaders responsible for training to the standards needed to ensure success on future battlefields. However, this accountability must emphasize learning and teaching rather than retribution. Good training means learning from mistakes, and allowing plenty of room for personal and professional growth. We can do this in peacetime. In wartime, we can't.

- Good training means recognizing the high value of soldiers' time. Good commanders protect their units from training detractors and last minute changes. They take the time to observe, coach, and teach one-on-one, capitalizing on a soldier's spare time during FTXs and major training events.

- Good training means strong leadership development with NCOs fully responsible for individual training and officers responsible for unit training. Good commanders give a high priority to training their trainers.

In summary, there's a synergism that comes from well trained soldiers and units. Such units have a greater capability than the mere sum of the parts. They perform and survive better in battle and have fewer casualties. Morale, esprit, discipline—all are elements of this phenomenon. But an individual soldier's competence and confidence in his military skills and capabilities, as well as confidence in his leaders, are perhaps the most important elements to ensure success on the battlefield and survival under tough and dangerous conditions. *Quality training of quality soldiers by quality leaders will make this all happen.*

Letter to the ARMY'S GENERAL OFFICERS On Maintaining

19 October 1984

I don't know much about this thing called logistics. All I know is that I want some

Anonymous General

World War I

THE CHALLENGE:

We have come a long way since the days when entering the logistical net meant asking the supply sergeant, "Got any?" "Gonna get any?" However, even though our forces have become more capable and our equipment more sophisticated, today we are faced with the prospect of highly accelerated consumption of supplies and attrition of equipment on the battlefield.

These projections challenge our logisticians to provide support to sustain our Army under any future warfighting scenario. Not only must our logistics system be able to transport, supply, and maintain rapidly, it must operate well forward and be flexible and responsive to our tactical commanders.

THE RESPONSIBILITY:

To accomplish our missions, the nation entrusts to our care its youth and its resources. There can be no greater responsibility. As stewards of the Army's assets, we must be alert for ways to improve the efficiency, effectiveness, and safety of all our operations. This is both a leadership and a management responsibility. If we fail in this important endeavor, we will waste valuable resources we may need one day to fight and win. The very serious responsibility for maintaining what we are given is based on the hard reality that we will never have all the equipment, supplies, facilities, and funds we require. On the battlefield, we will be short because of combat losses, accidents, interruptions in the supply system, or just insufficient resources to fill all needs. Thus, a well-trained soldier must be taught to maintain and conserve what he has—in peace and in war.

Maintaining takes on several dimensions for the soldier. It is his responsibility to assure his performance is not hindered by equipment failure. It is his commander's responsibility to provide the time, materiel, and training

to allow him to maintain his equipment. And, it is the Army's responsibility to provide him the best "tools of the trade" that technology can offer.

THE START POINT:

Successful maintenance begins at the unit level. That is where a positive program of preventive maintenance keeps equipment operational and detects faults.

The cornerstone of good maintenance is well-trained, motivated, supervised equipment operators who know how to perform before, during, and after operational checks. Then commanders must motivate the operators to perform those checks and take appropriate corrective action when they find faults.

The chain of command must be the supervisors of an effective maintenance program—and they must be completely knowledgeable about their equipment and the maintenance system. To do so, they must be trained. The first-line supervisor is the key to good operator maintenance but supervision does not stop here. All members of the chain of command have a responsibility to be active in the field and the motor pool.

THE BOTTOM LINE:

The key to good maintaining is to change the way we think about maintenance. We have grown up, by and large, in a peacetime Army where we have separated training from maintaining. We go to the field, train for four, five, six days, and then we come back in, stand down, and we maintain.

We cannot separate training from maintaining. We cannot stand down to maintain at the National Training Center. We could not stand down in Grenada, and we cannot stand down if we are at war. We have to maintain as we go—integrating the maintenance mission into our peacetime training—and train for our wartime mission as we maintain.

We have to change our way of thinking to recognize that training and maintaining must go hand in glove. We have to exercise in the field and at the same time maintain our equipment.

This is the only way we will be able to meet the maintaining challenges before us, building on the substantial improvements already made to better support our soldiers. It will take a dedicated effort from each of us to continue this progress.

Letter to the ARMY'S GENERAL OFFICERS On Leading

26 October 1984

Of a Great Leader . . . when his work is done . . . they will all say, 'We did this ourselves'.

Lao-tzu
6th Century BC

Leaders are made, not born. They are made by a life-long study of history, of the influence of leaders on it, and by absorbing the real-life teaching of role model leaders. Leaders are made by the day-to-day practice and fine tuning of leadership talents, because leading is an art as well as a science and best developed by application. Leaders are made by the steady acquisition of professional knowledge and by the development of 24-karat character during the course of a career. These traits foster inner strength, self-confidence, and the capacity to inspire by examples of professional, as well as personal, excellence. General Maxwell Taylor once wrote:

Even with the gifts of human understanding and of professional competence arising from careful training, our military leader will not be complete without the third attribute of greatness, namely, character—character which reflects inner strength and justified confidence in oneself.

Our commission as officers reflects the truth that leaders are made rather than born, because of the responsibilities and values called for in the commission. The commission says that special trust and confidence is reposed in each of us. We have an extraordinary responsibility to fulfill when we consider the human and materiel resources and the security missions which are entrusted to us!

The commission also calls for valor, patriotism, fidelity, and abilities in fulfilling the responsibilities of being an officer. Clearly, ability relates to professional knowledge and the teaching, as well as the training, of our soldiers and officers. Valor, patriotism, and fidelity all are tied to the development of character, leadership by example, and selfless service.

As I travel around the Army, I make a point of speaking with assembled groups of officers. Also, I make the effort every month to talk with all of the new battalion and brigade commanders going through the First Command Course at Fort Leavenworth. In addition to covering matters of interest about the Army, I talk with them specifically about leadership because it seems important to teach what I can about leading, and to try to convey by example the elements of sincerity and conviction. I tell all of these officers that, in my opinion, the most important legacy any of us can leave to the Army lies in the teaching of excellence to those entrusted to our care.

Only by teaching can we truly prepare soldiers to be successful and to survive in combat. Only by teaching can we make the Army better across-the-board. By teaching, I am talking about "footlocker counseling" which means that, for example, battalion commanders should counsel each of their officers individually several times a year. The counseling should cover observations about the officer's performance; but, more importantly, it should convey to the younger officer the experience, the values, and the historical knowledge of the senior.

I also believe that such "footlocker" teaching should take place in the Noncommissioned Officer Corps, with the senior NCOs taking a direct hand in the professional and personal upbringing of junior NCOs. General Bradley once said that the greatest leader in the world could never win a battle unless he understood the man he had to lead. Understanding of the men and women we lead is tied up with face-to-face teaching.

The professional knowledge of leaders is essential to sound teaching and to improving the proficiency as well as readiness of units. Quality training and maintaining cannot be done without solid professional knowledge of responsible leaders. Professional knowledge, to be sure, comes from day-to-day experience on the job. But a great military historian, Dr. Douglas Southall Freeman, who wrote *Lee's Lieutenants*, once said that the difference between a career and a job is the difference between 60 and 40 hours a week. The numbers are not that important, but the difference in terms of extra effort is.

The professional knowledge that is required of us must be achieved by self-study over the years and, of course, by schooling. This includes the reading of military history, biographies, and autobiographies of leaders, both military and civilian. It also means self-analysis of personal military experiences so that we can benefit from lessons learned and strive for self-improvement.

The character of leaders is clearly of great importance in inspiring those who follow. General Abrams used to say "that the higher one goes up the flagpole, the more the tail hangs out for all to see." General Patton wrote on D-Day that "officers are on parade 24 hours a day." These quotes suggest that we lead by example and therefore the better the example, the better the leadership. Of course, fear of a tyrannical leader does motivate people, but not as much as respect and admiration for an inspirational leader who brings forth the inner strength of men and women who must face great challenges and possible sacrifice. One does not develop character in the heat of battle or a moment of crisis. Character grows out of the steady application of moral values and ethical behavior in one's life.

Units which have quality leaders, both commissioned and noncommissioned, will be units with a strong bonding between leaders and the led. They will be units that sustain readiness and morale. They will be units with a high potential for success in battle and with lower casualties than less well-led units. Experience of wars past demonstrates this truth. Such units will have a command climate where those who are led feel that they can grow because they are part of a learning opportunity and mistakes in learning are tolerated in order to capitalize on the great potential of soldiers.

There is much written about leadership and much for all of us to study and learn. One quote in particular seems to summarize the essence of leadership. After World War II, General Bradley wrote:

Leadership in a democratic Army means firmness, not harshness; understanding, not weakness; justice, not license; humaneness, not intolerance; generosity, not selfishness; pride, not egotism.

Letter to the ARMY'S GENERAL OFFICERS On Caring

2 November 1984

Far from being a handicap to command, compassion is the measure of it. For unless one values the lives of his soldiers and is tormented by their ordeals, he is unfit to command.

General Omar Bradley

Over time, when our nation's history is written, its greatness will not be measured by economic wealth, international prestige, or moments of glory in battle, but by how we have cared for our people.

It is the continuous, creative, selfless care given to our soldiers, families, and units under the demanding requirements of military life which will give sustaining power to these same soldiers, families, and units when our soldiers must go to war.

We must care to train and we must train to care.

Over 20 years ago, General Harold K. Johnson worked with great faith to develop the concepts of "the Army takes care of its own" and "let's put the personal into personnel." He helped start the Army Community Service. Over the years, the Army has built on that commitment to caring for soldiers and families.

All of us have a moral obligation to enhance unit and family cohesion and to foster human values within our military community. The stronger the family, the better the soldier tends to fulfill his role in military life. As Secretary of the Army John O. Marsh Jr., has said, "The stronger the family is at sustaining values and strengthening bonds, the better the children are, and in a sense, the better the nation." There is a dimension of the American dream, the notion of strength, that is tied to the military family, and we have a great opportunity to influence and perpetuate that dream.

There is another dimension that is both significant and a point of self-interest to the Army. Our most important mission is to maintain the readiness of the Army in order to protect this great nation. That is our first task. But readiness is inextricably tied to soldiers' morale and discipline, and to sustaining their families' strength. Therefore, to the extent we can make those soldiers and families feel better about the Army and the support provided by the Army, then the better off will be the soldier, the Army, and the nation.

Caring for soldiers means much much more than cursory interest in their affairs. Caring means sincere involvement in helping to find solutions to their problems and in improving their welfare and that of their families.

Caring means dedicated teaching and training so that soldiers are successful in battle or in tough training, and so that they survive the perils of war. Caring means setting examples of moral and professional excellence so that soldiers can be inspired to reach. And caring means nurturing a command climate where soldiers are challenged, and where they can feel good about themselves and the Army because they can learn, grow, and "be all they can be."

There are fundamental, practical reasons for bonding soldiers, families, and the Army together, and there are many areas where we can make progress. We are fortunate to have many caring agencies such as the chaplains, the Army Community Service, the Red Cross, and other organizations who work on building a stronger Army by boosting "soldier and family power."

This year, 1984, has been designated the "Year of the Army Family." This is not a passing theme. The Army remains committed to formulating legislative initiatives that will provide substance to the program. We are building organizational momentum, but it will take everyone in the chain of command to assure success.

Recently, I received a letter from a young soldier who tells a moving story about the two-way commitment between the Army, its soldiers, and their families. In a parachute accident, he suffered a serious brain injury and medical experts were doubtful about his survival. But he did live, and he wrote the following letter:

Life's difficulties are always cropping up, but in the Army people make up for the things that go wrong. There is always someone who will help in the Army. When the doctors thought I would never make it, my unit never gave up.

They were with me and supported me. They stayed behind me and my family the whole way. Words cannot express my thanks and the thanks of my wife for the care that my company commander, my first sergeant, and my Army buddies showed during the most difficult time in our lives.

That's what the Army is all about, taking care of each other. I appreciate what the Army is doing for families. And, you know what? I'm proud to be a soldier.

When you receive this kind of message from a soldier, you know you have a better Army, an Army whose leaders care about people. The quality is there. An extraordinary responsibility rests on the shoulders of our leaders—and those who work with soldiers and their families—to capitalize on "this great reservoir of quality."

In accepting the "special trust and confidence" reposed in us, the leaders of today's Army, we must dedicate ourselves to caring for our soldiers, our Army civilians, and our families. The history of our individual careers will reflect the legacy of our gifts to enrich the human dimension. We must be generous.

Letter to the ARMY'S GENERAL OFFICERS On Leadership Applied to Manning the Army

1 March 1985

The basic objective of any military operation is to win. To achieve that objective, the Army is in the business of producing competent, hard-charging, highly motivated winners—and that's a challenge of leadership. More than any other single factor of combat readiness, it is the way soldiers feel about themselves, their fellow soldiers and their outfit that is most likely to carry the battle.

Whether in war or peace, soldiers who have passed through the ranks of the United States Army in service to their country look back on that experience with a high sense of pride. Those who have served honorably—and the overwhelming majority have—reflect on their service in the Army as a positive, upbeat experience in their life. I have talked with countless thousands of veterans over the years, and they never seem to lose the deep-seated pride that comes from serving one's country. The Army gave them something special inside—and it won't go away. The amazing fact is that most of the several millions of veterans who served in the Army prior to 1974 were draftees, but they received something special and they still feel good about it. All of this speaks well for the Army as one of the major institutions in our society of free people.

The soldiers in today's Army are no different than the millions of soldiers who served before them, with one major exception. And that is—they are all volunteers who have stepped forth from the towns and cities across the nation and volunteered to serve their country either as a member of the active Army, the US Army Reserve, or the Army National Guard. A major challenge of contemporary leaders is to promote a climate of leadership which provides maximum opportunity for these young soldiers to experience a successful tour in the Army, be that only one term of service or a full career, and walk away a winner.

The foregoing is part of the philosophical underpinning of what the Army is all about. However, there is another major factor involved in raising and maintaining an Army of volunteer soldiers. The enormous monetary cost of such an endeavor is something neither the Army nor the nation has previously experienced. I'll just lay out a few of the costs for you to think about. The average cost of recruiting a high school diploma graduate for either the Active or Reserve Components is \$5,800. That cost is up about \$1,200 from FY 82. The training base cost associated with producing an 11B10 in OSUT is \$8,835 (includes \$3,274 trainee pay and allowances); a 19K10-OSUT costs \$40,721; a 33S10 costs \$61,073; and a 98J10 costs \$32,363. In addition to costs associated with recruiting and training, millions of dollars are invested in enlistment bonuses to attract high quality soldiers into combat arms, technical, and critically short MOS.

In terms of quality, the Army's accessions over the past three years represent the highest number of high school diploma graduates and the greatest percentage of soldiers in the upper mental test categories in the history of the volunteer Army.

The bad news, and where I need your help, is this: in FY 84 the total Army experienced over 167,000 non-ETS losses over and above disability discharges, retirements, hardship, pregnancy, and similar other type losses. The active Army had over 48,000 non-ETS losses, the USAR had 60,000, and the Army National Guard had 59,000. A very conservative loss estimate, in terms of dollars invested in this resource, is well over \$2 billion. In addition, each one of these non-ETS losses has to be replaced and trained. But the real heartbreak is that we turned out 167,000 losers to go back to family and friends in Hometown, USA, and relate their Army experience.

Frankly, I just don't have a lesson plan to explain this to the Congress of the United States. Why is it that we are bringing in, at enormous cost, the highest quality soldier in many years and yet eliminating them from the Army (AC and RC) at an increasingly high rate? I cannot answer that. For example, Total Army non-ETS losses in 1980 amounted to 139,000, up to 157,000 by 1982, and with quality soldier enlistments at an all-time high in 1984, we managed to increase eliminations by another 10,000 over the 1982 level.

I recognize fully that, in spite of our best efforts, we will bring in a few incorrigibles and a few more will turn out wrong. The Army must have provisions to deal with these people, and we have such provisions. But, in a volunteer system, youngsters simply do not join the Army with the idea of not completing at least their initial tour. They come in with the idea of becoming a better person. They want to be a winner in life and they come to us with the firm belief that the Army can assist them toward that end. I believe in these young people and I believe they are making the right decision. With the proper brand of leadership—coaching, teaching, training, caring, leading—our Army has the capability of delivering a positive experience that will last a lifetime. We produce winners. That's our job.

During the initial tour the young soldier's life is lived mainly at the squad level with his primary chain of command ranging up through platoon and company/battery troop level. Therefore, the brand of leadership that is exercised by the soldier's squad leader, platoon sergeant, platoon leader, first sergeant, and company commander is absolutely the most critical. Battalion commanders and above certainly play a major role by creating a command climate which ensures the proper development of their junior leaders and permits them the opportunity to do their job of leading the young soldier.

In view of the exorbitant number of non-ETS losses we experienced in FY 84, I am convinced that we must take a long, hard (not hard-boiled) look inside our respective organizations to assess the problem and move in a positive way to reduce our non-ETS losses during FY 85 and beyond.

Please understand, this in no way suggests a call to lower the exceptionally high standards which must be maintained in a small, peacetime Army. I do expect, however, that those of us in senior positions of leadership take a personal interest in determining why high quality youngsters are not making it to ETS, and communicating to the junior leaders positive ways in which leadership, rather than administrative discharge, can be applied to reducing the problem of non-ETS losses.

Manning the total Army in a volunteer environment will be increasingly difficult and an expensive proposition in FY 85 and beyond. Short of actual combat, I know of no other area in which the application of sound leadership could be more important.

Secretary Marsh and I have a strong personal interest in this issue. We shall be following it closely.

Letter to the ARMY'S GENERAL OFFICERS "Where's Dad?"--A Videotape about Caring

29 March 1985

I have approved for distribution within the Army a videotape entitled "Where's Dad?" It is an adaptation of the family film series authored by Dr. James C. Dobson, PhD, one of America's foremost authorities on family living.

The film, "Where's Dad?," provides an important message about commitment, caring, and bonding within the family unit. Dr. Dobson discusses family unity and the need to care for our children and spouses. He says family members need quality support to withstand the demands of our fast-paced world, and that means we've got to spend time with them. The readiness of our Army is directly related to the strength of our families. The stronger the family, the stronger the Army, because strong families improve our combat readiness.

I encourage you to show this thought-provoking film to your soldiers and their spouses together. There are no clearcut answers. The situation for each family is unique. However, the message is clear. We must care for one of our most precious resources—the children and families of our soldiers.

This film clip highlights the difficulty of finding time/making time to grow with our families. To the extent we work out time for family growth, we are enriched, our Army is better and readier, and our nation has healthier families with solid values. This must be our legacy.

Letter to the ARMY'S GENERAL OFFICERS On Unlawful Command Influence

14 June 1985

No connections, interests, or intercessions will avail to prevent strict execution of justice.
George Washington
General Order 7 July 1775

Command action that interferes with lawful military justice requirements is illegal, unfair and destructive to confidence in the military justice system. Article 37, UCMJ, and court decisions applying Article 37, prohibit command pressure on witnesses, counsel, judges, court members or subordinate commanders who are required to exercise their personal discretion when deciding or recommending disposition of military justice matters.

Despite repeated emphasis, I continue to receive reports concerning allegations of command actions that may influence illegally the exercise of personal discretion by witnesses, court members, commanders or others acting in their military justice roles. Although we're 210 years removed from Washington's General Order, the intent behind it still applies.

It is incumbent upon you, together with your legal advisor, to assure that your subordinate commanders understand and adhere to the provisions of Article 37. Our system of justice demands no less.

Letter to the ARMY'S GENERAL OFFICERS On Trust

21 June 1985

The President of the United States has reposed special trust and confidence in the patriotism, valor, fidelity, and abilities of . . . We hear those words about trust and confidence so often that I wonder if we've lost the focus on what they really mean.

The much publicized "Walker" espionage case hits hard at the very fabric of the oath of allegiance to which we are bound every day we live in this great country of ours. While the "Walker" case is an extreme, and thank God a rarity, there are similar violations of trust happening every day by Americans in and out of uniform.

What am I talking about? I'm talking about those who "leak" classified information to newsmen, about those who "feed" contractors information which gives them an edge, about those who use the power of information to support their own personal agendas. No, these violations of trust aren't as bad as selling secrets to the Soviets, but where does it stop, and how much damage does it really do?

Soldiers and civilians who pass information they shouldn't may feel that morally they are doing what needs to be done by telling it like it is, but oftentimes they are working with only bits of information and have little

idea of all the factors which contribute to making decisions. That's where loyalty comes in, and trusting and supporting the authority of those responsible for making the decisions.

Each of us needs to think hard about the meaning of "special trust and confidence," and live by the spirit of those words—our nation deserves no less.

We must "mentor" our people about values, about integrity, honor, trust, loyalty to the Army and the nation. We must uphold these values in every way, every day.

Letter to the ARMY'S GENERAL OFFICERS On Telling the Army Story

12 July 1985

One of the subjects I will be discussing with you as we meet individually or in various group settings will be how to do a better job in telling the Army story.

We have a superb story to tell to internal and external audiences, one that can become better understood with your help. The major themes of the Army story are outlined in the attached article, along with my thoughts on your participation.

As you speak to various groups, no matter the context, subject, or even, first give the listener the big picture of what and how your Army is doing before homing in on the specific reason for your talk. In this way we can do a better job of speaking with one voice.

After you review the game plan, please seek opportunities to get out and tell the Army story. Try to target at least half your efforts on audiences that are not already overt supporters of the Army. Seek feedback as to how you are doing and let me know, along with any suggestions you may have for doing this vital job better.

Letter to the ARMY'S GENERAL OFFICERS On Selective Early Retirement Boards

18 October 1985

This year the Army convened its first General Officer Selective Early Retirement Board (SERB). The SERB process will be conducted annually. The SERB will identify those officers with 3½ years in grade whose retirement would be in the best interests of the Army. The SERB procedure is an integral part of the Defense Officer Personnel Management Act. It offers the Army a personnel development process that assures solid opportunity for upward mobility and emphasizes sustained performance, as well as professional growth. The SERB process has just been extended to the Colonel Chaplains Competitive Category, and in 1986 it will be extended to Colonels Army Competitive Category in conjunction with the CY86 Brigadier General Promotion Selection Board. This will institutionalize the process on an annual basis in the Army, as provided for in the law.

The SERB's purpose is to assure sustained performance as well as promotion opportunity for the force. In the case of general officers, analysis suggests that for the overall balance of experience, together with opportunity in the GO structure, we should select roughly 35 MGs and 60-65 BGs per year. Voluntary retirements alone will not permit these levels of selection. Accordingly, as the time arrives when we must yield our active role, we must be prepared to step aside gracefully, thereby enabling superb younger officers to take on increased responsibilities for the overall benefit of the Armed Forces. Our legacy is then left with those we have mentored and developed to be our successors, whereby we enrich and perpetuate our proud Army institution.

Letter to the ARMY'S GENERAL OFFICERS On Commercial Activities and Leadership

25 October 1985

This year the Army's Commercial Activities program saved 1,000 civilian and 650 military spaces. The program improves productivity and increases resources to enhance our warfighting capability and the care we provide our soldiers and families.

But this program also can be perceived as a great disrupter. The studies and actions required often are complex and may even exceed the capabilities of smaller installations to conduct. The program sometimes is viewed with alarm by the civilian work force with resultant lack of cooperation. Ironically, disruption of the study process benefits no one, least of all the government work force.

The complexities of the process and the emotion charged environment demand the highest order of leadership from you, our senior officers. The installation commanders are faced with a Herculean task—but there can be no backing away from it. The senior leadership at the installation, major command, and the department level must become actively engaged. General Noah's article in Section III provides an overview of the installation commander's role in this process.

We have an opportunity to do great things for the Army by effectively implementing the Commercial Activities program. Personal involvement is required to do it right. In an area of constrained resources, your leadership makes the difference.

Letter to the ARMY'S GENERAL OFFICERS On Fraud, Waste and Abuse

1 November 1985

Instances of fraud, waste, and abuse, no matter how seemingly insignificant, adversely affect the public's perception of our stewardship. Public support for a strong national defense, specifically Total Army programs, is undermined, and the enormous gains we have made in recruiting and retaining quality soldiers and fielding quality equipment are threatened. As leaders, soldiers, and managers, we are responsible for assuring that the resources entrusted to our care are used efficiently. We face increasing pressure to manage our trust better, and what we accomplish in combating fraud, waste, and abuse will affect our combat readiness. In peace or war, stewardship and readiness are inseparable.

Make no mistake, we are waging a war against fraud, waste, and abuse and showing encouraging results. During the period covered in a recent DOD Inspector General report, over 2,300 inspection reports were issued, highlighting potential savings ranging from several thousand dollars per year to a one-time return of over \$390,000. Army Internal Review and Army Audit Agency reports have identified potential monetary savings of almost a half billion dollars. These reviews also provide warning indicators and help commanders detect problem areas such as over expenditure of funds, misuse of resources, and poor control of assets. The Criminal Investigation Command has closed 2,600 cases related to fraud, waste, and abuse, of which, almost 60 percent were referred for prosecution, resulting in recoveries in excess of \$5.3 million dollars.

Involvement in the fight at the personal level is increasing. The Inspector General received over 300 new DOD "HOTLINE" cases this period, which represents an average of 50 new cases per month or an increase of 10 cases per month from the previous 6-month period. Inquiries and investigations were completed on 279 DOD "HOTLINE" cases with a 28 percent rate of substantiation on completed cases, a four percent increase from the previous period.

Establishing the position of Competition Advocate is another example of our resolve. The Army Competition Advocate is charged to assure that we realize maximum benefit of competition in our contracting. We now have 240 Competition Advocates Army-wide. Fifty-four percent of all procurement actions to date have been competitive, helping the Army exceed its goal of having 46 percent of total procurement dollars awarded competitively.

Our continuing goal is to submit for competition, to the maximum extent possible, all new starts and all major components and subassemblies on existing programs, and to break out spare parts from the prime contractor for competitive bidding. We remain committed to making competition the foundation for readiness, to changing the mindset that sole source is the preferred process, and to fulfilling our challenge in FY 86 of awarding 50 cents of every dollar competitively.

Finally, the increased level and intensity of training for auditors, investigators, and contracting personnel are reaping significant benefits in our campaign against fraud, waste, and abuse.

These examples are just a few of the ways we are combating fraud, waste, and abuse. More remains to be done. No one wants to be part of a military organization that lacks public trust and confidence. We must make every effort to foster a more aggressive, positive attitude among our soldiers and civilian employees and demonstrate to the Congress and the American people that we understand and take seriously our responsibilities for safeguarding the resources entrusted to us. The American people deserve, and demand, nothing less.

Let's make a difference during our time on watch by waging in concrete ways a relentless war against fraud, waste, and abuse in our great Army.

Letter to the ARMY'S GENERAL OFFICERS On Mentoring

14 November 1985

One of the eight precepts in *Leadership Makes the Difference*, a 1985 White Paper, states that leaders should be "teachers and mentors" to the soldiers and civilians entrusted to them. I want to give you my ideas about what a mentor is (and is not) and what mentoring means to the Army.

The word "mentor" comes from the name of an ancient Greek teacher who was responsible for his student's moral, physical, and mental development. In the same context, I think that mentoring is relevant today since

there is a need for us to share our knowledge, experience, and values with the less experienced members of our profession. We owe it to our subordinates and the Army to invest our time for their personal growth and professional development.

Each of us can be a mentor, whether NCO, officer, or civilian. We all have experience to give if we have the heart, the spirit, and the caring attitude to share these experiences and the lessons we derive from them. Mentoring is simply giving of your knowledge to other people. A platoon sergeant can be a mentor by taking time to share his experience with a young squad leader in order to help him or her become a better NCO. A senior NCO can help a young lieutenant with a field problem or advise him about how to deal with soldier problems and how to care for soldiers. It works at the higher ranks, too. Generals and colonels must mentor junior officers as well.

The Army has no formal program or checklist for mentoring. To be an effective mentor, you need the experience and wisdom of your years, and one vital quality—you have to care. If you really care about your profession and soldiers, then you—as a leader—will devote the time and attention to those soldiers. We can afford the time to do this in peacetime. This special, long-term relationship may be formal or informal—not restricted to the chain of command—and is often conducted in a relaxed, friendly atmosphere. The location is not important. Mentoring can take place in the motor pool, in the barracks, or out in the field.

Mentoring is really a personal choice by both parties. The senior agrees to his role as mentor by investing time in the development of the junior. Mentors should help subordinates focus on their long-term career goals—being the best NCO, officer, or civilian in their chosen field—and help them develop an action plan to attain those goals. Those being mentored need “eyes that see and ears that hear.” In other words, they must be willing to learn from their mentors. It’s a two-way process. A good mentor keeps a notebook so he can keep track of points to cover with his subordinates rather than trust to memory. Similarly, a good “learner” keeps a notebook to assure that the mentoring “sticks.”

One way of mentoring is “footlocker counseling.” Counseling and mentoring go hand-in-hand. We are making progress in this area, yet some soldiers think that most counseling is negative or bad. They think counseling happens only when they foul-up. This is off the mark. Counseling should include a discussion of strengths as well as weaknesses, and should be positive and constructive. As we counsel and mentor, we “grow” ourselves, our people, and our units. The payoff is increased combat readiness.

All leaders are teachers, and teaching is a part of mentoring. Leaders must teach soldiers to accept the responsibility to protect the nation; to prepare physically and mentally for combat; to gain and maintain proficiency in the use of weapons, tactics, and doctrine; to inspire confidence and eagerness to be a part of the team; and to have the vision to see, the ability to analyze, the integrity to choose, and the courage to execute.

It must be clear, however, that mentoring is not sponsorship or patronage. Favoritism, cronyism, or the use of one’s office, position, or grade by a senior NCO, officer, or supervisor to enhance unfairly a subordinate’s career over others cannot be condoned.

Finally, we must remember that, as leaders, mentoring is a key way in which we exercise leadership and strengthen Army values. Giving of ourselves by sharing our knowledge and experience is the most important legacy we can leave to those who follow. That’s making history in our own time and demonstrating that “Leadership Makes A Difference.”

Letter to the ARMY'S GENERAL OFFICERS Message of Condolence

3 January 1986

A tragic aircraft accident occurred December 12, taking the lives of 248 soldiers of the 101st Airborne Division. To the families and friends they have left behind, we extend our heartfelt sympathy. Our hearts go out to you in this tragic time.

This sad event touches each soldier, civilian and family member of the Total Army. We grieve for these brave men and women who served so selflessly for the country they loved. They were American soldiers and peacekeepers, coming home from the successful completion of a difficult and vitally important mission with the Multinational Force and Observers. They endured cheerfully the hardship and sacrifice of isolation and family separation because they knew their presence in the Sinai made a difference to peace. Their distinguished service and sacrifice adds luster to the history of the United States Army, the 101st Airborne Division, and Fort Campbell, Kentucky.

In this special Season of the year, we may take consolation in the knowledge that they gave their lives so that others might enjoy peace on earth. This is, after all, the greatest gift a soldier can give. With this gift, we all inherit the obligation to carry on what they have advanced with honor. We pray that God blesses them.

Letter to the ARMY'S GENERAL OFFICERS On the Army's Accident Prevention Performance

25 April 1986

Recently, I chaired the quarterly In-process Review (IPR) of the Army Safety Program. Accident reduction rates were measured against the annual resource conservation goals established in SafeArmy 1990. Progress in achieving these goals during the first quarter of FY 86 was mixed. For example, aviation accidents—including Class A accidents—were down, and we met our 5-percent reduction goal. On the other hand, we narrowly missed our 3-percent reduction goal in ground accidents because Federal Employee Compensation Act (FECA) claims (civilian injuries) continued to increase.

Although the current Class A through C aircraft accident trend is down, we must not allow our past mistakes to creep back into the aviation system and cause "new" accidents.

Historically, human error has been a cause in 70 to 80 percent of our Class A aircraft accidents. In more than 40 percent of those accidents involving human error, the aircrew willfully violated established procedures. But the record shows that it's not the young aviators or the old-timers who are violating the procedures. It's the most proficient pilot—the 650- to 2,500-hour aviator—who has become overconfident and decides to deviate from established procedures.

Commanders must improve the direct supervision of flight operations and manage better the inherent risks in our increasingly demanding aviation mission. While each commander cannot be physically present in every cockpit on every flight, his command presence can be felt in that cockpit.

Failure to meet the civilian injury reduction goal was a major factor in not achieving a 3-percent reduction in total ground accidents. Civilian injuries that result in lost time account for more than 40 percent of the total accidents recorded during the first quarter of this fiscal year.

We need the concerted efforts of the Army's senior leaders to establish programs and policies to improve safety in the work place and reduce civilian injuries. Aside from our moral and ethical obligations to provide a safe work environment for our civilian work force, reducing civilian injuries is crucial to achieving our resource conservation goals and to realizing the full potential of our Safety Program.

Other accident categories requiring intensive accident prevention efforts are:

- **Army Combat Vehicle Accidents** The upward trend in tracked vehicle accidents began in FY 83 and has continued unchecked through FY 85 and into the first quarter of FY 86. This accident record indicates operational weaknesses that have the potential to deplete rapidly the capabilities of our armor units in combat.

- **Privately Owned Vehicle (POV) Accidents** Of the 110 fatalities in all accidents during the first quarter of this year, 48 were soldiers killed in POV accidents. Motor vehicle accidents continue to kill more soldiers each year than all other accidents combined. We must instill in our soldiers a strong sense of safety regarding the life-threatening danger of "driving under the influence" and the life-saving merits of using safety belts. These safety measures are critical to achieving our first priority—the protection of our soldiers and their families.

In addition to covering Army-wide progress in meeting accident reduction goals, the IPR included graphic portrayals of key MACOM accident statistics on ground and aviation accidents. These graphics are attached.

The Director of Army Safety will continue to give us a quarterly report on the Army's progress in meeting SafeArmy 1990 resource conservation goals. Next time, let's see more of your successes included in his report!

Letter to the ARMY'S GENERAL OFFICERS On Use of Tobacco

2 May 1986

The readiness and well-being of Total Army members and their families challenge us to deal with the problem of tobacco use. Medical evidence shows overwhelmingly that the use of tobacco products adversely impacts on the health and readiness of our force. Tobacco usage impairs such critical military skills as night vision, hand-eye coordination, and resistance to cold weather injuries. Moreover, it increases susceptibility to well-being of our Army, and we must take immediate steps to eliminate its usage.

Every Army member is charged to make this goal a reality. All of us have a clear responsibility in making this happen. As part of the Army Tobacco Cessation Action Plan, we will encourage smokers to quit through a program of education, information, and assistance. We will also safeguard the health of smokers and nonsmokers alike by limiting the areas in which smoking will be permitted. Finally, we will check on all forms of tobacco usage from time to time to determine progress in meeting our goal. We believe this campaign is absolutely essential to maintain the health and readiness of our Army.

Ours is a profession unique in many respects, requiring physical fitness and stamina to get the job done. Each of us must be ready physically to endure the strains of a crisis. Additionally, caring leadership dictates that we demonstrate a sincere, unambiguous concern for the health and safety of those entrusted to our care.

Letter to the ARMY'S GENERAL OFFICERS On Safety

30 May 1986

The Army is making steady progress in reducing accidents, but we must do better. Our nation expects us, as stewards, to exercise a special concern for the soldiers and civilians entrusted to our care. This responsibility will be especially challenging during "The 101 Days of Summer," from Memorial Day, 26 May, through Labor Day, 1 September. Traditionally, this period has been marred by an increase in POV accidents in these 101 days that took the lives of 98 soldiers last year.

Weekend trips and summer vacations increase the exposure of the Army family to the dangers of the highways and of recreational activities. Unfortunately, experts are predicting higher accident rates this summer because of:

- Increased vacationing, traveling, and recreation in the United States resulting from reduced fuel prices and the increased terrorist threat abroad, and

- Widespread disregard of the 55 mph speed limit.

To help counteract these factors, leaders at all levels must make a conscious effort to instill a sense of safety in their subordinates. If we communicate a strong, healthy attitude about safety, we can influence our soldiers' and their dependents' behavior by making them more alert to the dangers they face.

Developing "a sixth sense for safety" can make these "101 Days of Summer" a time for enjoyment and satisfaction, not despair or disappointment. Your personal involvement can help prevent senseless and avoidable tragedies.

Safety means a better Army—it also means a better life for us and our loved ones. Let's make this summer the safest ever!

Letter to the ARMY'S GENERAL OFFICERS On FM 100-5, OPERATIONS

13 June 1986

"No study is possible on the battlefield; one does there simply what one can in order to apply what one knows. Therefore, in order to do even a little, one has already to know a great deal and know it well."

French Marshal Ferdinand Foch

The new edition of FM 100-5, *Operations*, the Army's keystone manual on warfighting, is being distributed this month. This field manual explains how Army forces, in coordination with other services and allied forces, plan and conduct campaigns, major operations, battles, and engagements. It's the foundation for our doctrine, force design, materiel development and acquisition, and individual and unit training. FM 100-5 is a primary tool for the self-education and professional development of our officer corps and must be studied and understood by all officers.

The 1982 edition of FM 100-5, which first promulgated AirLand Battle doctrine, proved to be a catalyst among military professionals by stimulating thought and a healthy debate on the present and future dimensions of military power. From this debate, we learned that the basic thrust of AirLand Battle doctrine was valid and broadly accepted, but that the concept of the operational art was underdeveloped and that some aspects of the doctrine were frequently misinterpreted.

This new edition emphasizes the intent of the operational art by stressing that the campaign plan in a theater of operations must direct tactical events toward the strategic goals in order to ensure success. Additionally, this revised field manual improves understanding of the three synchronized parts of a single battle by better defining deep and rear operations and their essential but subordinate relationship to close operations.

Finally, the new edition reaffirms that when U.S. Army forces are deployed in allied or coalition operations, they conform to agreed allied strategy, political and military guidelines, doctrine, procedures, and operation plans. FM 100-5 is compatible with NATO doctrine, but of necessity is more theoretical to satisfy U.S. needs in other theaters.

Warfighting is our business. The U.S. Army contributes to deterrence by being prepared to fight and win. The warning of Marshall Foch applies to us all. Study FM 100-5 and master its principles; encourage your subordinates to do the same. Competence is a central part of our professional values.

I have reviewed carefully the entire draft and made my personal input just as many other senior officers have. I urge all of you to assure the careful study of this FM by our leaders and commanders.

Letters to the ARMY'S GENERAL OFFICERS On Joint Force Development Process

27 June 1986

One of the themes I continually reinforce in my discussions with you and other groups is the Army's stake in jointness. If we had to go to war tomorrow, we would go jointly. We need our sister Services to deliver us to the battlefield; to reinforce our fight with intelligence, interdiction, counter air operations, and close support, and to sustain us in that fight.

The Services are working hard to coordinate doctrine, training, and program developments. We have a particular success story to tell in the Joint Force Development Process. The achievements of this process in its first two years are captured in the attached article:

- Eighty percent of the current initiatives implemented
- Over \$1 billion in cost avoidance
- Broad support of the unified commanders
- Across-the-board warfighting enhancements

I ask that you continue your active participation in and support of the JFDP. Make the process work for you; make it focus on your specific warfighting issues. Finally, as you speak to various groups, please seek opportunities to publicize our interservice successes and our dedication to providing the nation with the most capable and affordable joint forces. Thanks for your solid support and innovative suggestions.

Letter to the ARMY'S GENERAL OFFICERS On Smoking Policy

4 July 1986

Based on a Secretary of Defense directive, we announced a new policy for controlling smoking. This policy places the Army on a comparable basis with industry and state governments on the issue of smoking in the work place. The policy acknowledges freedom of choice for both smokers and nonsmokers and recognizes that tobacco use presents a threat to the health and readiness of the soldiers and civilians of the Total Army.

We are convinced that the health and physical stamina of our soldiers are hampered by the effects of tobacco smoke. Smoking impacts on some of our most fundamental and critical, military skills—such as night vision and eye-hand coordination. The Army has documented these ill effects on our pilots.

The focus of our anti-tobacco use campaign is on education and assistance to those who want to stop using tobacco products. Our intent is not to restrict individual freedom but to encourage our soldiers and civilians to make intelligent choices about tobacco usage.

In implementing the new policy, we, as caring and concerned leaders, must exercise sound and reasonable judgement. We expect commanders at all levels to monitor the efforts taking place and to ensure that the individual rights of all personnel—smokers and nonsmokers—are protected. Reasonableness and common sense must be guidelines in execution of the policy.

Accordingly, we will be depending on your good judgment and common sense to implement this policy throughout the Army in the spirit in which it was developed: to enhance readiness and well-being of the force, to educate, and to safeguard the rights of smokers and nonsmokers.

Letter to the ARMY'S GENERAL OFFICERS On Ministry to Catholic Soldiers and Families

18 July 1986

As commanders, as caring leaders, we share the significant responsibility of providing religious ministry to our soldiers and their families. Currently, the critical shortage of Catholic chaplains is making it difficult to meet this responsibility. There are 224 priests serving on active duty against a requirement of 548. This shortage will become even more acute in the future.

Every installation and command will experience its fair share of the Catholic chaplain shortage. Some will have no military priests at all. While the Army Staff and the Office of the Chief of Chaplains are working to help alleviate some of the shortage and its effects, I strongly urge each of you to assess your needs and examine any and all alternatives. The appropriate use of volunteers and provision of funds to contract for the services of civilian Catholic priests should be part of your Command Master Religious Program.

Cooperate with your Catholic chaplain's area coverage program. Share him with other commands, and allow him to coordinate ministry to Catholic soldiers and families where no Catholic chaplain is assigned. When Catholic parish members ask for more priests, encourage them to contact the Bishop of their home Diocese to tell them of our need.

The critical nature of this problem needs our immediate attention. I ask you to get actively involved in helping to solve the problems associated with this vital part of our support structure for our soldiers and their families.

Letter to the ARMY'S GENERAL OFFICERS On Vision for Today's Army"

5 September 1986

In the Book of Proverbs it is written, "Where there is no vision, the people perish." The Army leadership must share a common vision of how the Total Army—Active, National Guard, Reserve, and civilian components—should prepare for land combat, both today and in the future. Vision, the ability to anticipate the course of future events, is what keeps the Army steady on the course as it builds the military capability needed to meet the challenges of the twenty-first century. The essential elements of the Army's vision are:

- First, to provide quality soldiers and strong families in the Active and Reserve Components.
- Second, to field balanced, flexible, and modern forces that can fight and win across the entire spectrum of conflict.
- Third, to fight and sustain as part of joint forces (with our sister services) and combined forces (with our allies and friends), including the ability to deploy tactically and strategically anywhere in the world.
- Fourth, to develop technology and productivity enhancements that increase the capability of our Army.
- Fifth, and last, to exercise strong stewardship over the human and materiel resources that are entrusted to us by the nation.

QUALITY SOLDIERS AND STRONG FAMILIES

A quality Army starts with quality soldiers supported by strong families. We continue to make great progress recruiting and retaining first-rate soldiers and their families. Active Army accessions of high school diploma graduates—a key measure of quality—are up significantly since 1980, increasing from 54 percent to 91 percent in 1986. National Guard and Army Reserve accessions are also up. Category IV accessions, the lowest test category acceptable, are at historically low levels.

Retention trends are also healthy. In FY 1985, we achieved 101 percent of our reenlistment objective, and, so far in FY 1986, we have reenlisted 112 percent of our objective. At the same time that quality indicators have increased in the Active Army, rates of indiscipline have decreased.

We have made great strides towards providing an improved quality of life for our people and their families. These investments are important and far-reaching because they bear directly on our combat readiness. Fifty-four percent of our soldiers are married, and half of their spouses work. We have over 1.2 million family members in the Army. Almost seven hundred fifty thousand of them are children, and half of these are under the age of six. With these demographics, readiness and caring for people must go hand-in-hand.

Substantial resources have been programmed for, and invested in, quality of life and family programs. For FY 1987, we are budgeting six billion dollars for programs which range from family housing and child development centers to hardstands and maintenance repair shops. These efforts are worth every dollar that we invest. The better soldiers and their families feel about the Army, the better is Army readiness.

BALANCED, FLEXIBLE, SUSTAINED, AND MODERN FORCES

Quality people deserve quality equipment. A key improvement to our military capability is modern equipment for the Active and Reserve forces. Modernization means both enhanced readiness and sustainability. We have accomplished much, but much remains to be done. Basically, only one-third of the units we plan to modernize now have their new equipment. The Congress and the American people must provide continual support if we are to overcome the effects of the neglect of our forces in the 1970s.

We are committed to the Total Army. The Reserve Components are getting resources commensurate with their ever-increasing responsibilities. They provide 50 percent of our combat battalions, 60 percent of our combat support, and almost 70 percent of our combat service support. Equipment is provided to both the Active and Reserve Components based on the guideline: the "first to fight, is the first to be equipped."

Beyond equipment, we are modernizing the organization of our Army, giving it better balance and increasing its combat power. Our heavier forces remain oriented towards Central Europe and the NATO commitment. Our lighter forces (such as the airborne and air assault divisions), and especially the Army's new light divisions, have increased our strategic flexibility and deployability. These light divisions, along with our improved Special Operations Forces, give the National Command Authorities the options needed to handle all challenges, especially low intensity conflicts, the most likely type of conflict expected in the future.

These forces are receiving better training than ever before. Our schools and educational systems are improved. The Army has developed and fielded technology-based devices, simulators, and simulations which are revolutionizing the way soldiers and units train. Reserve Component training—including Capstone, Overseas Deployment, and JCS exercises—has better prepared National Guard and Army Reserve units to execute their wartime missions. And, for both the Active and Reserve Component forces, the National Training Center has provided the finest combat training experience that is found anywhere in the world.

The sustainment of our forces has improved substantially in recent years. Although procurement has been a slow and costly process, our war reserve stocks of munitions, major end items, and secondary items have increased significantly and will continue to increase. POMCUS stocks have doubled. Medical support capabilities are improving. We are increasing Host Nation Support, reducing critical equipment shortfalls, and investing in a number of Logistic Unit Productivity initiatives. Balancing today's readiness requirements with the needs of tomorrow's Army involves some difficult trade-offs, but the Army is committed to enhancing its combat support and combat service support capabilities so that the warfighting CINCs can do their job.

JOINT AND COMBINED OPERATIONS

We are also modernizing our doctrine. The U.S. Army's fundamental combat operations doctrine—"AirLand Battle"—reintroduces the operational art as a focus of military activity between tactics and strategy, and the unified view of the battlefield which transcends services, echelons, and national military components.

"Jointness" is vital to success in combat. If we had to go to war tomorrow, we would go jointly. We go on someone else's ships and on someone else's aircraft. Someone else "sees deep" and "strikes deep" for us. The Army, by virtue of its business, has to be the most joint of the services. In addition, all services must be prepared to conduct combined operations with our allies.

General Gabriel, the former Air Force Chief of Staff, and the Army Chief of Staff instituted the Joint Force Development Process in May 1984. Today, the Navy is also a full partner. We have implemented nearly eighty percent of the thirty-five Air Force-Navy-Army initiatives resulting in roughly a billion dollars of near-term cost avoidance. The objective remains to develop complementary rather than duplicative capabilities, to fill voids in our warfighting capabilities, and to increase total force effectiveness in direct support of the warfighting commanders in chief.

TECHNOLOGY AND PRODUCTIVITY ENHANCEMENTS

Even though the end strength of the active Army has remained fixed, the combat capability of the Total Army has increased substantially through the use of technology, productivity enhancements, Reserve Component expansion, headquarters reductions, civilian and host nation support agreements, and innovation. For the Active Army, since FY 1980, we have created 29 additional battalions through FY 87, with 21 more programmed between now and FY 91. This increase has been accomplished essentially within the confines of a constant, active duty end strength—a limit of 781,000 soldiers—for our Active forces. We have “grown” almost a like number of combat battalions in the Reserve Components.

These increases have resulted from a number of initiatives that have enabled us to convert support manpower into combat power. For example, by using productivity-enhancing technology we save manpower spaces. Use of palletized loading systems will save about 5,000 spaces; Mobile Subscriber Equipment and Joint Tactical Communication (TRI-TAC) should save about 5,000 active military communication authorizations on future battlefields. By “disciplining the Army’s appetite” for manpower spaces, we have been able to “grow” our quality of life, modernization, and readiness programs.

Investing wisely in research and development will allow us to capitalize on the benefits of technology. This is the only way we can keep pace with a rapidly changing, sophisticated threat and cope with dwindling resources.

STEWARDSHIP

As we have improved our military capability in terms of people, equipment, force structure, doctrine, training, and support, we have become better stewards of the resources entrusted to us. Stewardship is a key issue in the eyes of the American public. Nothing less than their confidence and trust in us, and the Army’s credibility, are at stake.

Our procurement practices are much improved. We have appointed Competition Advocates throughout the Army to promote competition, drive down prices, improve product quality, and reduce acquisition lead time. Last year, 46 percent of our contract dollars was awarded competitively. This year, our goal is 50 percent, and we are going to achieve that objective. We must give the American taxpayer the most benefit for every dollar invested.

Leadership is the essential element of readiness and stewardship of the force. The human dimension is always critical in battle and the demands of modern warfare make the development of competent leaders during peacetime even more important. We have studied virtually all aspects of our professional development systems for officers, warrant officers, NCOs, and civilians to ensure our leaders are properly trained, educated, and professionally developed. And, we are working hard to promote stability and cohesion in our units by implementing the Regimental system and the COHORT program. In all aspects of our business, the notion of stewardship is vitally important.

THE ARMY THEME

Each year we choose themes as a way to focus attention on issues important to our Army. “Values,” our theme for this year, are what we, as a profession, judge to be right—they are the moral, ethical, and professional attributes of character. Character is what enables us to withstand the rigors of combat or the daily challenges that might tempt us to compromise our principles. Strengthening values will allow us to strengthen our inner self, our bonding to others, and our commitment to a purpose beyond that of ourselves.

We have an extraordinary responsibility to provide the kind of leadership that gives direction, maintains steadfastness of purpose, and capitalizes on the resources entrusted to us—human as well as materiel. Even though

we are entering an era of fiscal austerity, we are resolved to conclude successfully the modernization of our Army. We cannot afford to do less. The security of this nation depends greatly on our ability to fulfill the Army's vision.

Letters to the ARMY'S GENERAL OFFICERS On Property Accountability

2 October 1986

The stewardship of resources entrusted to our care by the American public is one of our top priorities. Property accountability starts with the individual soldier and is the responsibility of the entire chain of command. Recent reports from the General Accounting Office, Army Audit Agency, DODIG and DAIG reflect a need for an increase in command emphasis.

All leaders must take a stronger interest in the conduct of proper and timely requisitioning, inventory, accountability, and disposal procedures. I am convinced we have the policies and procedures in place to do it right. Compliance at all levels will make the system work.

To assist commanders in their enforcement of compliance with regulations, I directed the DA DCSLOG to develop a Command Supply Discipline Program (CSDP). This program will provide commanders a means to instill supply discipline and to measure success. The program has been staffed and will be briefed at the MACOM Commanders Conference in mid-October.

We must accept the seriousness of accountability and stewardship to minimize our vulnerability to fraud, waste, and abuse.

Letter to the ARMY'S GENERAL OFFICERS ON On The Constitution

16 January 1987

The Constitution will be the Army Theme for 1987. We are proud of the progress made in the past year to strengthen Values, the theme for 1986, throughout the Total Army. Previous themes have developed into a solid flow of ideas and programs, each building on the preceding ones. As a result, we have strengthened the Army's winning spirit, physical fitness, excellence, families, leadership, and values.

Those of us in the Total Army who take an oath of service have sworn to "support and defend the Constitution of the United States." By doing so, we stand shoulder to shoulder with the framers of the Constitution who mutually pledged their lives, their fortunes, and their sacred honor. We do this freely because it is the Constitution which guarantees all citizens the rights and obligations which are the essence of being an American. And it is the Constitution that our comrades have, in other times and in other places, sacrificed to preserve.

The history of the Army is intertwined with the history of our Constitution. Before our young nation could even be in a position to draft a constitution, her freedom had to be won. It was won with the courage and blood of the first American soldiers. Once our liberty was secured, these same soldiers became the citizens upon whose commitment and hard work a great nation would be built. The majority of the original signers of the Constitution had served as soldiers in the War for Independence. Throughout our nation's history, American citizens have always rallied to serve their nation when needed.

The preamble to the Constitution, that famous introduction which proudly begins, "We, the people . . .", gives six statements of purpose under the Constitution. All our laws and bills and every appropriation of public money must be linked directly to one or more of those duty statements. The Army is most directly charged with responsibility for one of those duties. To provide for the Common Defense. Those of us in, or associated with, the Army speak of loyalty to the nation as well as loyalty to units and other sacrifice. These concepts are hollow, however, if they are not viewed within the context of meaning provided by the Constitution. To be effective citizens and members of the Total Army family, we must understand the concepts of the Constitution.

This year marks the 200th anniversary of the signing of the United States Constitution. Our entire nation will be celebrating the Bicentennial as we focus on stimulating an appreciation and understanding of our national heritage. We urge each of you to become a better citizen this year by reading the Constitution and by finding ways to rededicate yourselves, your families, and your fellow professionals to the spirit of that document.

Letter to the ARMY'S GENERAL OFFICERS ON On Innovation

16 January 1987

A recent National Survey shows public confidence in the military on the rise. Studies involving serving officers portray today's Army and its leadership as the best in their memory. These results no doubt can be traced to the superb professionalism of today's officers and NCOs. With these accolades we could rest on our laurels, but more remains to be done if we are to transform a good Army into a great Army.

In 1981 the Army embraced a major revision in doctrine, shifting away from attrition warfare to a greater emphasis on maneuver. AirLand Battle doctrine has the potential for transforming our Army into a more effective fighting force and thereby a more viable deterrent to conflict. The key to achieving this full potential is in having leaders who are confident and innovative. Audacity has long been a hallmark of successful wartime leaders, and AirLand Battle doctrine puts a premium on boldness and creativity.

The experiences of units at the National Training Center demonstrate conclusively the need for innovative thinking and initiative. Units that are the most effective tactically at the NTC are those whose junior leaders, both officers and NCOs, demonstrate an understanding of their higher commander's intent and are not afraid to act on their own initiative. NTC results show that on today's fast-moving and dispersed battlefield, innovation and initiative are essential to winning the first battle as well as the war.

Innovation is equally essential to managing effectively the Army's resources whether they be people, dollars, or equipment. In our stewardship of the Army it is imperative that, in an environment of declining resources, we make the best possible use of every dollar of appropriated funds to eliminate waste. We must develop fresh approaches and new ideas — innovative techniques — to maximize the readiness benefit we receive from our training dollars. We must find new ways of managing better the affairs of our soldiers and their families so that our soldiers can give full attention to their task of being prepared for combat.

I ask each of you to be a champion of innovation. Foster an environment in which innovative thinking is encouraged and rewarded. Mentor your young officers and NCOs by communicating to them the importance of innovation and prudent risk-taking. In today's austere and tactically demanding environment, nothing could be more important to Army readiness. If we are innovative in our leadership approach, our success will help make this good Army great.

Letter to the ARMY'S GENERAL OFFICERS On Army Inspections

13 February 1987

The Inspector General recently completed a follow-up of his 1985 Special Inspection of Army Inspection Activities. Tremendous progress has been made over the past two years. Many commanders are deeply involved in the inspection of their units, resulting in increased readiness, improved staff performance, a strengthened chain of command, and a lessened burden on company commanders.

The Inspector General observed that all commanders who had integrated command, staff, and IG inspection programs were pleased with the results. As command inspection programs mature, commanders report great success having their inspectors general conduct special inspections to find solutions to problems surfaced by command and staff inspections.

Despite the many successes, much remains to be done. Many company commanders are not receiving a free command inspection after assuming command. Consequently, senior commanders are missing the opportunity to conduct valuable counseling and to document it through the OER System. The Inspector General believes the problem lies in unfamiliarity with the philosophy and requirements in AR 1-201, Inspections. Encourage your commanders to become familiar with the regulation.

Your inspector general is trained to help with your overall inspection program. I recommend that you use his knowledge to evaluate your command and staff inspection programs and to ensure that they are complementary. Direct your IG inspection efforts toward resolving the major systemic problems through special inspections.

I firmly believe that a well-developed inspection program, centered on the command inspection, is essential to establishing clear focus for our company commanders. I urge your continued personal involvement in this key program.

Letter to the ARMY'S GENERAL OFFICERS On Joint Force Development Process

6 June 1987

A major theme I emphasize in my discussions with leaders in Congress and other groups is the importance of joint and combined operations, especially to us in the Army. We will never again fight by ourselves. Our sister Services will bring us to the battle, sustain and support us in the fight, and bring us home again.

The Joint Force Development Process (JFDP) has been one of the key successes in our efforts to improve the joint warfighting capabilities of the Services. The attached article outlines the history, progress, and future of a process that has allowed us to

- Build complementary combat systems
- Fill voids in our capabilities
- Increase Total Force effectiveness

● Support the warfighting CINCs

I want to thank you for the part that you have played in making the JFDP a success. As I retire from active duty, I ask that you continue to support the JFDP so that we can strengthen the Army-Air Force team, build upon our mutual trust and confidence, and press forward in the development of effective and affordable forces for joint combat operations.

APPENDIX C

Introductory Letters to White Papers

During his tenure as Chief of Staff, General Wickham published five White Papers on topics of particular importance to the Army. These White Papers were widely disseminated. What follows are the introductory letters to the papers delineating the General's philosophy and summarizing the key points in the papers.

White Paper 1983 THE ARMY FAMILY

TO: The Soldiers, Civilians, and Family Members of the US Army

The Constitution of the United States calls for raising and maintaining an Army for the purpose of national defense. As a consequence the Army's first priority must be to execute the missions entrusted to it by political authority. While this priority is clear, the Army can and must assure within available resources and commitments adequate care for members of its families.

Although we now have the smallest Army in 30 years, improvements are underway to strengthen the Army's capabilities for deterring war and for winning war should deterrence fail. During this decade several hundred new systems of equipment will be distributed to the Active Army and Reserve Components. Through tough, realistic training such as that at the National Training Center, readiness of the Army has increased. Manning initiatives including the Regimental System, coupled with the high quality of recruits and reenlistees, continue to strengthen the human dimension of the Army.

The Army Goals have become the management tools for the planning and programing necessary to move our Army to the future in the most effective way balancing constrained resources and force improvement requirements.

Since the Army's strength lies in its people, the Human Goal undergirds the other Army Goals and realization of their full potential. A crucial component of the Human Goal is our objective of fostering wholesome lives for our families and communities. Policy reviews of this goal led to the need for formally articulating a basic Army philosophy for families. The purpose would be to direct in a comprehensive way our current and future efforts to foster Army Families of Excellence within available resources and in concert with other Army Goals.

The purpose of this paper is to assure that all of us—family members, sponsors, the chain of command, and planners/programers—understand the direction we are headed in development of an Army Family Action Plan.

Our stated philosophy is—

A partnership exists between the Army and Army Families. The Army's unique missions, concept of service and lifestyle of its members—all affect the nature of this partnership. Towards the goal of building a strong partnership, the Army remains committed to assuring adequate support to families in order to promote wellness, to develop a sense of community, and to strengthen the mutually reinforcing bonds between the Army and its families.

The basis of this statement is the understanding that the Army is an institution, not an occupation. Members take an oath of service to the nation and Army, rather than simply accept a job. As an institution, the Army has moral and ethical obligations to those who serve and their families; they, correspondingly, have responsibilities.

ties to the Army. This relationship creates a partnership based on the constants of human behavior and our American traditions that blend the responsibility of each individual for his/her own welfare and the obligations of the society to its members.

Our unique mission and lifestyle affect this partnership in ways rarely found in our society. Since we are in the readiness business, we are concerned not only with the number of people in the force but also with their degree of commitment—their willingness to not only train, but also to deploy and, if necessary, to fight—their acceptance of the unlimited liability contract. The need for reciprocity of this commitment is the basis of the partnership between the Army and the Army Family.

As a result, adequacy of support must be based on this unique partnership. The Army will never have all the resources it needs. Therefore, we must balance our dollars spent for family programs with those spent to discharge our moral responsibilities to give our soldiers the equipment, training, and leadership they need to have the best chance for survival (from a family perspective) and victory (from a societal perspective) on the battlefield. This is why we have targeted "Wellness" and "Sense of Community" as the major thrusts of our efforts.

In promoting family wellness, we must also find ways to transfer the skills, experiences, attitudes, and ethical strengths of the many healthy Army families. Despite the pressures, the vast majority of families manage and grow through their involvement with Army life. We know that most Army families find military lifestyle exciting; enjoy the opportunities for travel and cultural interaction; and most importantly, have positive feelings about the Army and its place in our society. While the needs of families experiencing stress must be considered, we must research and promote the positive aspects of Army families as our primary goal.

The strength of a community lies in the contributions and talents of its members. If the right elements are together in the right environment, the end product is often greater than what would otherwise be expected from the elements functioning independently.

Our concept of the Army-Family community is such a relationship. The family is linked to the unit by the service member and those unit programs in which the family wishes to participate. The family and unit are linked also by common community activities. Our goal is to increase the bonding between the family unit and the Army community—create a sense of interdependence.

In fostering interdependence between the family and the Army, we are again looking at the Army as an institution. The Army has a responsibility to its members and the members have a responsibility to the Army and each other. If for the greater good resources must be used now for modernization or other programs, the Army families, communities, and the chain of command must through their own efforts insure that the reciprocity of commitment remains. It is not a we/they situation, it is us—US and in U.S. Army.

White Paper 1984 LIGHT INFANTRY DIVISIONS

TO: The Soldiers and Civilians of the United States Army

This White Paper provides direction for the development of the finest light infantry divisions the US Army can field.

Army leadership is convinced, based on careful examination of studies which postulate the kind of world in which we will be living and the nature of conflict we can expect to face, that an important need exists for highly trained, rapidly deployable light forces. The British action in the Falkland Islands, Israeli operations in Lebanon, and our recent success in Grenada confirm that credible forces do not always have to be heavy forces. Accord-

ingly, we have committed ourselves to creating a new light infantry division structure beginning with the 7th Infantry Division at Fort Ord.

This 10,000(+) man force will have a greater tooth-to-tail ratio than any of our other Army divisions and will be deployable worldwide three times faster than existing infantry divisions. It will be an offensively oriented, highly responsive division organized for a wide range of missions worldwide, particularly where close fighting terrain exists.

"Soldier Power" will make the light infantry division uniquely effective. Soldier power is developed through thorough, rigorous training, physical and mental toughness, excellence in basic infantry skills, and competent, resourceful leadership. We must take advantage of innovative training techniques and integrate lightweight, high-technology equipment into the division to give our soldiers a crucial edge over their opponents. We must eliminate the training detractors which would keep us from building the world's finest infantry units, and we must provide a concerned command climate that cares for our soldiers and their family members.

The 7th Infantry Division conversion must be successful, since it will serve as the blueprint for other light divisions. We must factor in the lessons learned from the COHORT experience and insure that we are developing cohesive, hard hitting units capable of bold, independent, decisive action.

It is important for all of us to recognize the geo-strategic value as well as battlefield utility of the light infantry division concept. The concept has relevance because it involves development of not only highly deployable, hard hitting combat units with a higher ratio of combat to support capabilities but also lighter, technologically current equipment and resources. The smallest Active Army in 34 years requires an Army of Excellence which optimizes combat power.

If we seize this concept with conviction, innovativeness, and vision, the Army's landpower will increase and, as a result, play a more significant role in future U.S. national security.

White Paper 1985 LEADERSHIP "MAKES THE DIFFERENCE"

TO: Soldier and Civilian Leaders of the United States Army

We can improve the readiness of our Army with an intensive examination of leadership. Our effectiveness depends on continuing to improve the professional competence, imagination, and integrity of Army leaders from the most senior to the most junior. We must motivate soldiers and leaders at all levels to talk continually about leadership, exercise leader skills, and develop the character to lead.

This White Paper sets the context for our deliberations and provides a framework for individual and organizational action. It is neither exhaustive nor prescriptive. Instead, the paper is intended to stimulate thought and dialogue, to provide clarity of purpose and a sense of direction, and to create the impetus for action. Although we focus on soldiers, the paper applies to all members of the Total Army. The leadership of Active, Reserve, and Civilian Components, with retirees and family members participating, must take part in the discussion and contribute to the outcome.

We need to develop a comprehensive set of plans, programs, and policies which will strengthen leadership from the squad, crew and section level to the headquarters of the Army. We must include staff as well as command responsibilities. We must enhance within ourselves and our subordinates the urge to practice daily the fundamentals of the Army ethic: loyalty to the institution, loyalty to the unit, personal responsibility, and selfless

service. All this will not happen overnight, but a change is underway in our cultural mindset and the opportunity to reach for new heights is here now.

We already are studying our professional development systems for officers, warrants, and NCOs, and civilians, and we are developing a new family of leadership manuals. These on-going efforts will give us a fast start. However, I count on the "field" Army to lead the way in our examination of leadership. This is the level where the precepts of Training, Maintaining, Leading, and Caring are placed into action, and where we will get the greatest return on our investment. The resources are already there. The quality of leadership is what will make the difference between a good Army and a great one.

White Paper 1986

VALUES "THE BEDROCK OF OUR PROFESSION"

To: All Members of the Total Army

Last year, we achieved great success at all levels of the Army with the Year of Leadership. Leadership "made the difference," and many initiatives throughout the Army attest to the caring leadership which is being exhibited in the Army. This year, the Army theme is "Values." The Values Theme, however, is also an extension of the Leadership Theme, and leaders have a critical role in instilling and strengthening our Army values.

This White Paper establishes that basis for the Values Theme. It presents a historical perspective on values showing how our national values originated. It explains the professional Army ethic—the four core values of today's Army—and the four individual values we want to strengthen in every soldier and Army civilian.

We all share a responsibility for our Army values. Every member of the Army team must understand and be committed to the professional Army ethic and demonstrate that commitment in his or her actions. Only with complete involvement and unqualified support from the Total Army will we have an Army that meets our obligation to support and defend the Constitution of the United States. I challenge each of you to live our Army values and make our Army all it can be.

White Paper 1986

BRADLEY FIGHTING VEHICLE

To: The Soldiers and Civilians of the United States Army

This White Paper states the case for the Bradley Fighting Vehicle, one of the critical weapons systems in the Total Army's modernization program.

Congressional authority now enables us to procure 3,600 of the 6,882 Bradleys currently programmed. The Bradley, and doctrinal concepts related to its employment, are integral parts of the forward deployed forces of the active Army and the roundout units of the Army National Guard. Soldiers who have worked with the Bradley in field environments, such as Europe and the National Training Center, are enthusiastic about the vehicle. They believe it provides a quantum improvement over its predecessor, the M113 armored personnel carrier, in terms of agility, fire power, night fighting ability, and survivability.

Our doctrine and our training reflect that the Bradley is a fighting vehicle, not a tank or an armored personnel carrier. Our mechanized infantrymen, in either a mounted or dismounted role, are much more lethal and effective in a fighting vehicle than in a personnel carrier. The Bradley provides mobility and protection for the infantry against small arms fire and artillery fragments. Our analyses and wargaming show the Bradley provides a battle-winning edge. Our soldiers put it simply: with it we win; without it we lose!

Even as we field the Bradley Fighting Vehicle, we are working to improve it. Changes in the threat and technology demand such improvements. The Army has been conducting a series of tests to determine what product improvements would enhance the Bradley's battlefield survivability. We are learning how to test combat equipment against overmatching munitions (munitions which those pieces of equipment were never designed to withstand). These tests are the most extensive of any weapons system in production and are unique in the Department of Defense.

We believe the tests are being conducted fairly, openly, and honestly. Clearly, we are committed to providing the best equipment for our soldiers, and this commitment underlies the rigor of our tests. The tests to date have concluded that the Bradley is far superior to its predecessor, the M113, and to the Soviet BMP. Moreover, the tests have suggested that survivability could be enhanced with several cost-effective product improvements, such as internal restowage of ammunition and other equipment, and applications of internal spall liners and external spall liners and external reactive armor.

In sum, the Bradley remains a critical component of the Army's modernized combined arms team. There is no vehicle available today, or in design, which could replace it. In order to strengthen our nation's forward conventional defense, we must continue to field the Bradley at the rate of one battalion per month. Our soldiers deserve the very best equipment we can provide. By fielding the Bradley, with the product improvements resulting from our testing, we will provide America's soldiers the best infantry fighting vehicle possible, and with it the battle-winning edge.

APPENDIX D

Collection of CSA's Slides

General Wickham used charts to support his major points in many of his presentations. The collection of charts below represented his most current "stable" at the time of his retirement. They are illustrative of those used throughout his tenure.

NATIONAL SECURITY OBJECTIVES

- DETER CONFLICT AND COERCION; REPEAL AGGRESSION
 - ASSIST ALLIES AND FRIENDS TO DEFEND AGAINST ARMED AGGRESSION, EMERGENCIES, AND TERRORISM
 - ENSURE U.S. ACCESS TO CRITICAL RESOURCES, THE OCEANS, AND SPACE
 - REDUCE SOVIET PRESENCE THROUGHOUT THE WORLD
 - PREVENT TRANSFER OF MILITARILY SIGNIFICANT TECHNOLOGY
 - FURNISH DOUTABLE AND VERIFIABLE ARMS REDUCTION AGREEMENTS
- ...PEACE, FREEDOM, AND PROSPERITY

ELEMENTS OF MILITARY STRATEGY

- NUCLEAR AND CONVENTIONAL DETERRENCE
- ARMS CONTROL
- STRONG ALLIANCES AND REGIONAL COOPERATION
- FORWARD-DEPLOYED FORCES (PROVEN AND SUSTAINED)
- STRONG CENTRAL RESERVE (ACTIVE AND RESERVE FORCES)
- FORCE MOBILITY
- FREEDOM OF THE SEAS, AIR, AND SPACE
- EFFECTIVE JOINT COMMAND AND CONTROL
- GOOD INTELLIGENCE

LANDPOWER

- ENSURE CONTROL OVER LAND, ITS RESOURCES, AND ITS PEOPLE
- MAINTAIN THE ADVANTAGES ACHIEVED BY LANDPOWER AND SEAPOWER
- ESTABLISH DETERMINANT, WASHINGTON, AND SECURITY ASSISTANCE CAPABILITY

THE DECISIVE FACTOR
CHANGES HISTORY

MISSIONS OF ARMY FORCES

- REPEAL A WARSAW PACT ATTACK ON NATO AND MAINTAIN ITS TERRITORIAL INTEGRITY AND SECURITY
- DEFEND WITH U.S. INTERESTS IN THE PACIFIC
- DENY SOVIET CONTROL OF THE PERSIAN GULF AND ASSOCIATED OIL RESOURCES
- ASSIST ALLIES AND FRIENDS IN ASIA, LATIN AMERICA AND AFRICA
- MAINTAIN CAPABILITY TO COUNTER THREATS IN THE WESTERN HEMISPHERE
- RESPOND TO OTHER THREATS TO U.S. INTERESTS ANYWHERE IN THE WORLD

- COMPLEX, DANGEROUS SPECTRUM OF CONFLICT
- CONVENTIONAL DEFENSE IMBALANCES
- RATE OF SOVIET vs. U.S. MODERNIZATION
- FRAILTY OF DETERRENCE & NUCLEAR THRESHOLD
- NUCLEAR ARMS REDUCTIONS
- AIRLAND BATTLE POTENTIAL

THREATENING TRENDS

- SOVIET MILITARY BUILD-UP
- RISE OF INTERNATIONAL TERRORISM
- PROLIFERATION OF REGIONAL CONFLICTS
- RESOURCE DEPENDENCY

[illegible]

REAL GROWTH

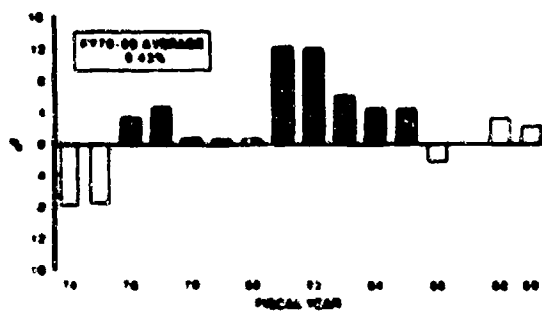
POLYACRYLAMIDE CONCENTRATION	REAL GROWTH (cm)
0.1	10.5
0.2	10.5
0.3	5.5
0.4	4.5
0.5	4.5
0.6	-1.5
0.7	3.5
0.8	3.0
0.9	0.0
1.0	0.0

SPECIFIC GROWTH

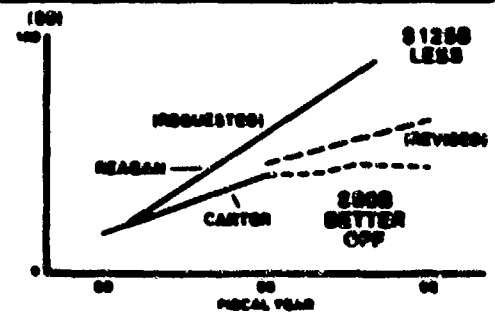
POLYACRYLAMIDE CONCENTRATION	SPECIFIC GROWTH
0.1	0.00
0.2	0.00
0.3	0.00
0.4	0.00
0.5	0.00
0.6	0.00
0.7	0.00
0.8	0.00
0.9	0.00
1.0	0.00

0.00 EQUIPMENT

ARMY REAL GROWTH TRENDS



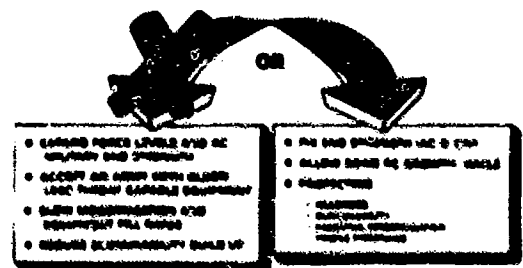
ARMY RESOURCE TRENDS (TOA)



IMPLICATIONS OF BUDGET REDUCTIONS

- STRETCHED PROGRAMS
 - ARMORED TANKS
 - MAIN BATTLE TANKS
 - NEW & IMPROVED TANKS
 - BRONCO TANKS
- REDUCED PROGRAMS
 - AVIATION HELICOPTERS
 - BLACK HAWK HELICOPTERS
 - M109 (105)
 - FORD (AVIATION) AIRCRAFT
 - F-15 (105)
- ELIMINATED PROGRAMS
 - IF BUDGET REDUCTIONS
 - BRONCO TANKS AND OTHERS
 - AND OTHERS

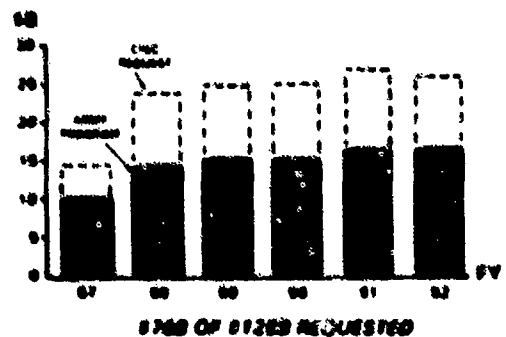
FUNDAMENTAL CHOICES



ARMY PROGRAM BALANCE FOUR PILLARS OF DEFENSE

	RESEARCH	SUSTAINABILITY	MODERNIZATION	FORCE CHANGES
	(PERCENT TOA)			
FY80	60.5	7.0	22.0	0
FY81	74.0	0.2	10.0	3
FY82	70.0	7.0	10.0	11
FY83	70.0	0.0	17.0	0
FY84	70.0	7.0	10.0	7

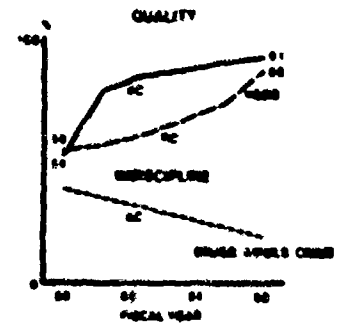
SUPPORT OF CINC REQUIREMENTS



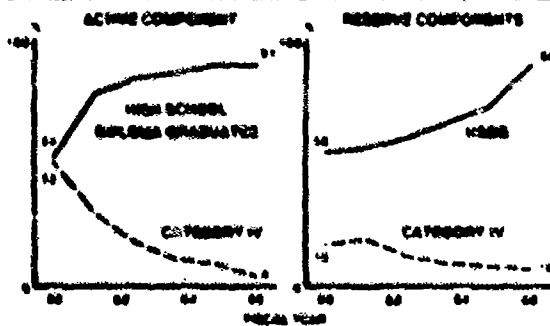
VISION FOR THE ARMY

- QUALITY SOLDIERS & STRONG FAMILIES
- BALANCED, MODERN, AND READY FORCES
- JOINT AND COMBINED CAPABILITIES
- TECHNOLOGY AND PRODUCTIVITY ENHANCEMENTS
- STEWARDSHIP

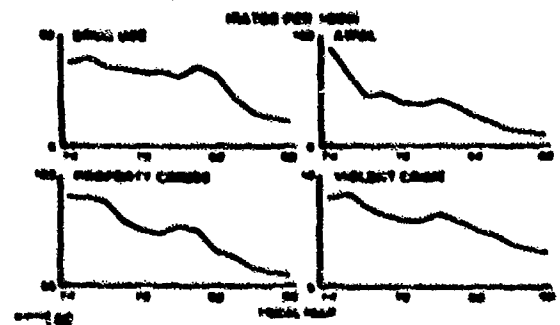
QUALITY VS. INDISCIPLINE



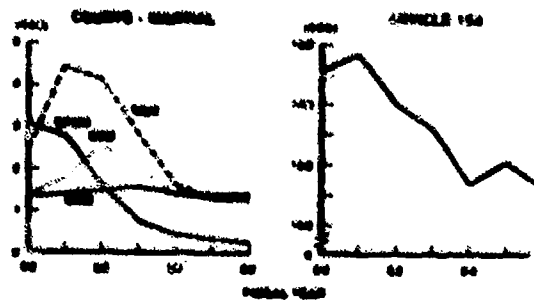
QUALITY SOLDIERS



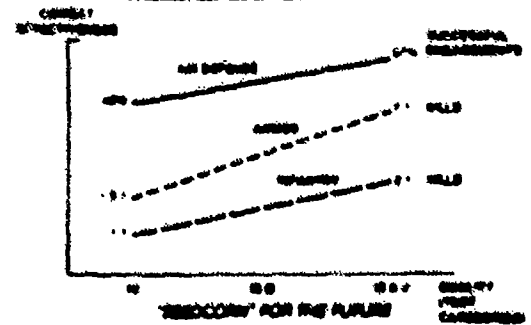
DISCIPLINE IN THE ARMY



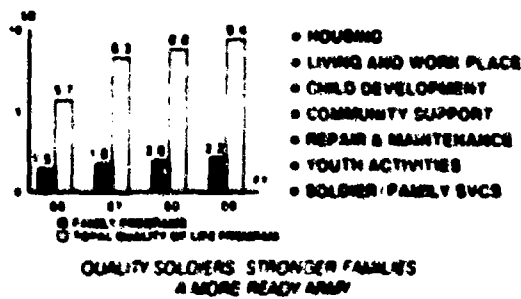
MILITARY JUSTICE TRENDS



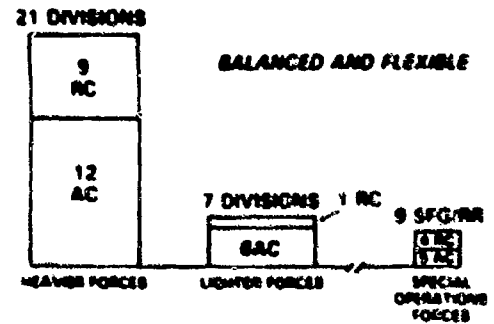
WHY QUALITY



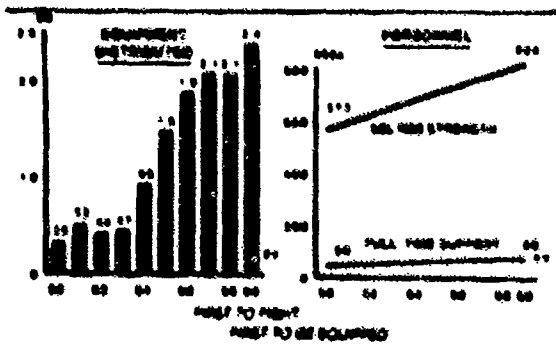
QUALITY OF LIFE PROGRAMS



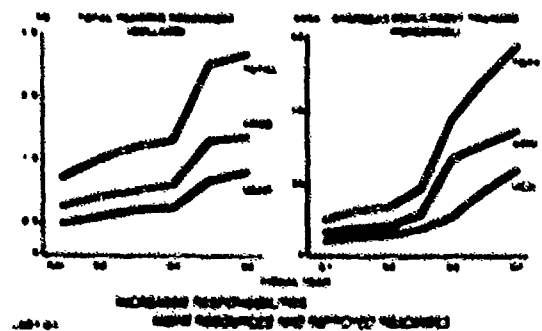
FORCE STRUCTURE



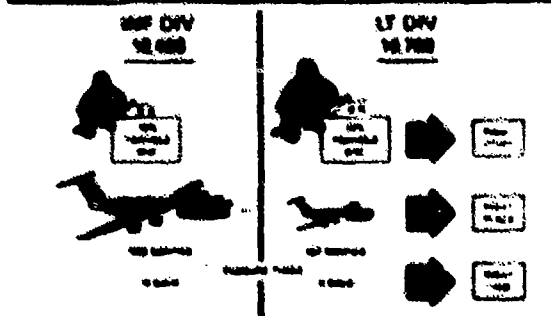
RESERVE COMPONENTS



RESERVE COMPONENT TRAINING READINESS



LIGHT DIVISION ADVANTAGES



LIGHT INFANTRY DIVISION

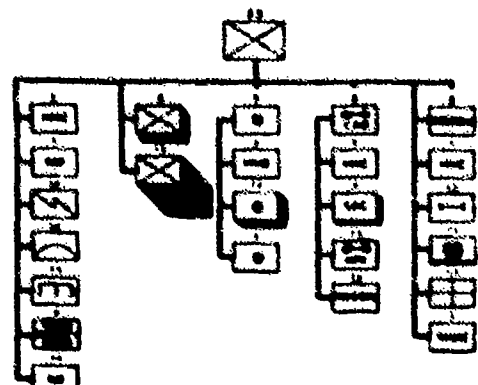


Figure 1 is a line graph showing the percentage of total population in the labor force (Y-axis, 0 to 10,000) versus the year (X-axis, 1960 to 1972). Two lines are plotted: RC (Realized Change, dashed line) and AC (Actual Change, solid line). The RC line starts at approximately 10,000 in 1960 and rises to about 10,100 in 1972. The AC line starts at approximately 5,000 in 1960, remains flat until 1964, then rises sharply to about 10,000 in 1966, and continues to rise to about 10,325 in 1972. A legend on the right lists various categories contributing to the change, such as 'Total Change', 'Change in population', 'Change in labor force', etc.

[illegible]

• ASSETS TIME THREAT
 • COST EFFECTIVE

LEAP AHEAD

Customer Interest Year 1980 → Customer Interest Year 1985 → Customer Interest Anticipated 1990

Customer Interest:
already anticipated
anticipated opportunity

RISKS VS. REWARDS

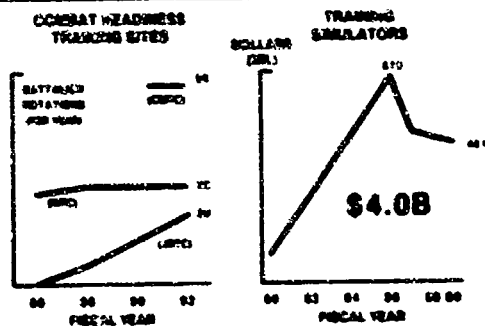
WAR RESERVE STOCKS

WAR RESERVE STOCKS	ATOMIC BOMBS (000s)
20	7.3
30	6.5
40	5.8
50	5.0

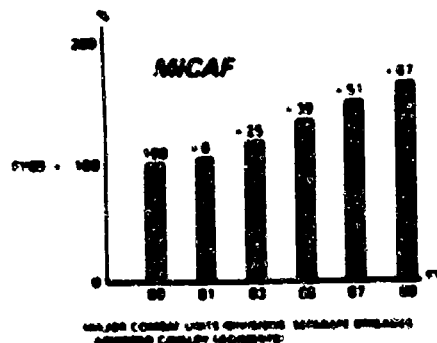
ATOMIC BOMBS (000s)

ATOMIC BOMBS (000s)	WAR RESERVE STOCKS
5.0	20
5.8	30
6.5	40
7.3	50

TRAINING READINESS



TOTAL ARMY MEASURING IMPROVED CAPABILITIES OF ARMY FORCES



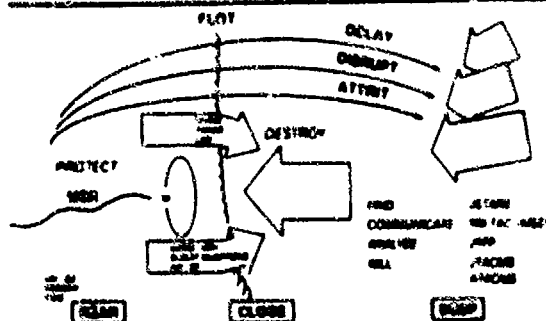
JOINTNESS JOINT FORCE DEVELOPMENT PROCESS

- ORIGINAL 31 JOINT INITIATIVES NOW 37. (80% IMPLEMENTED)
- ARMY AND AIR FORCE PARTICIPATE
- DIRECT SUPPORT TO THE COMBATANT CINCS
- COMPLEMENT RATHER THAN DUPLICATE CAPABILITIES
- INCREASE TOTAL FORCE EFFECTIVENESS
- \$1 BILLION COST AVOIDANCE

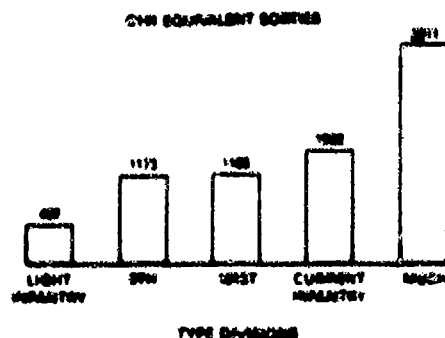
DOCTRINE

- AIRLAND BATTLE
- ARMY 21
- LOW INTENSITY CONFLICT
- SPACE
- JOINT OPERATIONS

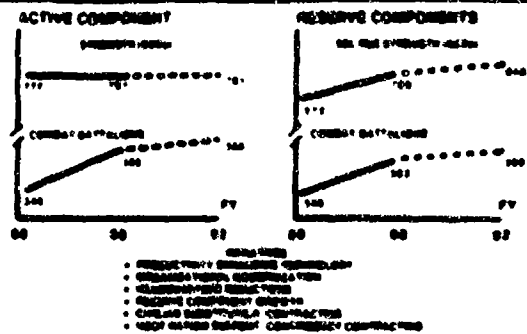
THE AIRLAND BATTLE



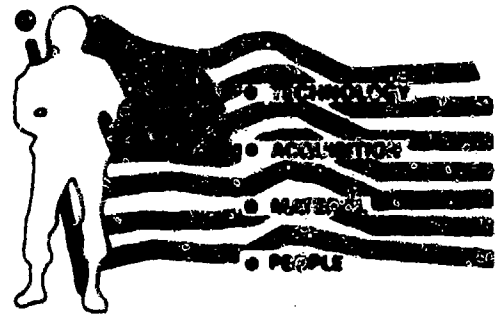
STRATEGIC DEPLOYABILITY



TECHNOLOGY AND PRODUCTIVITY ENHANCEMENTS GROWING COMBAT CAPABILITY



STEWARDSHIP



MAKING HISTORY

- PERSONAL GROWTH
 - BE LEARNING YOUR PERSONAL VALUES AND ETHICS
 - THINK AND STUDY
 - CONDITION YOURSELVES PHYSICALLY
- PROFESSIONAL GROWTH
 - BECOME MASTERS OF ART OF WAR
 - THINK ABOUT LEADERSHIP
- FAMILY GROWTH (STRONGER THE FAMILY THE MORE READY THE ARMY)
 - READY YOUR FAMILIES
 - STRENGTHEN AND REAFFIRM FAMILY BONDS

APPENDIX E

Posters

In 1985, five posters illustrating General Wickham's "Guideposts for Leaders" were printed and sent to Army units world-wide. The intent was to focus the attention of leaders and soldiers on the four concepts: training, maintaining, leading, and caring. General Wickham also discussed these concepts in letters, leadership talks, a pamphlet, and a videotape.





MAINTAINING



LEADING



APPENDIX F

Pre-Command Addresses, Ft. Leavenworth, KS

The talking points below were prepared by General Wickham for his presentation to his first Pre-Command Course. The notes that follow were transcribed from his own handwriting. A transcript of his remarks to a later PCC, 5 March 1987, is included for the reader's information.

ADDRESS TO PRE-COMMAND COURSE

Fort Leavenworth, KS

30 June 1983

This will be a two way discussion: My views on what's important as commanders: your views on areas of concern and how I can help you. (Take notes).

Threat: diverse; growing. Requires emphasis on Readiness. Need to be ready for WAR. (Best way to assure peace.)

Realities:

- ALO 2 Army: flat end strength ahead
- Recruiting quality: how long can it last?
- NCOs (mixed quality)
- Turbulence
 - o People—42% overseas
 - o Equipment—300 new systems and TOEs; PLS; fielding problems.
- Public: Congressional attitudes
 - o supportive of military as profession
 - o funding support softening
- Increasing reliance on RC
 - o 40% of combat strength
 - o 70% of CS/CSS capabilities
 - o Increasing roundout

- Div 86 structure/TDA growth may lead to further reductions in ALO or need for revising Div 86 structure

- Families. Higher percent married. Working wives. Single parents.

Strengths

- Recruiting quality 90% HSDG Less than 70% CAT IV
- Tools to assure quality in retention
- Equipment modernization underway
- Sound Doctrine ALB
- Cohesive programs—COHORT, regimental system
- Improving NCO corps

- Officer education/training, CAS3 and increased ROTC requirement for hard sciences
- Emphasis on excellence: well-being, physical fitness

Requirements

- 4 essentials in dealing with challenges: training; maintaining; caring; leading

- **Training.** Realism. Productive. Challenging. Safe (aviation and ground safety examples). Minimize distractors and changes. Creative/innovative. NCO responsibility for individual training

- **Maintaining.** Regularize and integrate into training (foster practice of maintenance in field as well as garrison). Quality control (proper supervision and sense of responsibility). PLL/ASL purification (don't hoard supplies—can't transport them and increases costs to Army)

- **Caring.** Commitment to people and solving their problems. Compassion/understanding. Tolerance for error/mistakes. Counseling and development of officers. Sensitive to EO/women/civilian issues.

- **Leading.** Ethical standards. Setting example of excellence personally, professionally, and setting standards of excellence (which is aspiration or goal rather than a policy). Character/integrity. Value oriented. Bias for action. Create robust, upbeat atmosphere or climate of command where people can grow and develop

Cautions. Support efforts to reduce:

- indiscipline
- sloppy appearance of uniforms
- drug/alcohol abuse (tough policy now)
- breaches of integrity
- sexual harassment or EO abuse
- indifference to soldier/family welfare
- overweight
- unsafe environment (make yourself THE unit safety officer)

- professional ignorance: NTC shows that officers, NCOs, soldiers need to be schooled in the basics of professional qualifications) —soldierization turbulence and instability
- proliferation of different standards in training, doctrine, loading of vehicles, battle drills, etc.
- isolation of families from the military community. Support "outreach"

What I shall try to do for you

- Highest standard of ethical leadership
- Stability of programs. Basically I support all

- on-going programs, e.g. i ii-tech
- Minimize turbulence/changes
- Argue for fiscal support from OSD/Congress. Also

Quality of Life support

- Coherent program planning for structure, equipment, doctrine, organization
- Receptive to ideas/openness
- Bias for action in correcting mistakes: taking advantage of opportunity
- Commitment to excellence

REMARKS TO PRE-COMMAND COURSE

Ft. Leavenworth, KS
5 March 1987

This is a privilege to come here and share some thoughts with all of you and take a little bit of time at the end to answer some questions.

Our business is a very dangerous business. We know that, we practice it, we get very professional at it, and we hope the better we are at it the better deterrence is. And the units we belong are high pressure. You can have a share in whether it's excessive pressure, or whether you can moderate that.

But part of that business of living in this environment that we work with and the units we work with I think is to maintain a sense of perspective and a sense of humor. It's easy to be up tight, and it's easy to increase the stress factor in units. It's more difficult to maintain that sense of perspective and that sense of humor. It's a way of turning people on. It's a way of bringing the most out of a unit. Maintain your sense of humor, and sometimes that means poking fun at yourself, but it goes over better if you're good at it.

What I'd like to do is share about 11 points with you that I would have liked somebody to tell me were I in your shoes either as a battalion commander, or as a young division commander. This is straight Wickham. Some of you may have heard this before, or pieces of it, but I want to share these points with you because I think they will help you and help the Army better.

The first point is when you go into command, whatever it is, even if you're in the commercial world and went into some major job, you have to have in your head space some idea of what you want to accomplish

The day to day business and the pressures and the training schedule or the crises of the day are sufficiently great to draw you away from a direction that you want to impart to the unit. You're going to be in command a couple of years, battalion commanders; then when you get to be brigade and beyond you'll have even more time in command. But command is precious time. That's when you can really make history.

So my first point is, establish a vision for what you want to get done. Then you'll work on that vision. You'll have something in mind, if not in writing, about what you want to get done in your two years. As you get drawn off of that at least you can get pulled back to it. You can measure your progress and success. I'm not a management by objectives man, but I think without a vision there tends to be the potential for drift in an organization.

I've tried to build a vision into the Army as Chief of Staff. I didn't aspire to be Chief of Staff, I never thirsted after it, it just happened. I've tried to give the very best that I could back to the Army in my four years.

I did try to develop a vision. I got a group of young officer together, called Project 14, headed by Colin Powell who is now working for Carlucci in the White House. Bright-eyed young people. We spent a lot of hours together talking, and they went out also and talked with many people in the Army. What was the Army happy with, unhappy with. We spent a lot of time figuring out the policies I ought to sign up for to maintain continuity in the Army, the policies that were sort of in confusion in the Army and either then to say these

were not going to do any more like the 36 month tour of command, or these are the policies we need to sign up for in an effort to get moving. Then thirdly, what are some new ideas that appear to be useful for the Army in this era to make the Army more relevant to the times. Out of that came the light initiatives the Army has been pursuing to make the Army more relevant to the times and the reinvigoration of our Special Operating Forces.

So out of that process came some vision and some concrete things that I've tried to pursue. So by that example, I'm suggesting to you that even at my level vision is necessary and we need to work on that.

The second point I leave with you deals with caring. You've had some of my writings and seen some of the tapes about that. It's a time-worn, shop-worn word, "caring," for soldiers and families. In the Army we like to think of ourselves as leaders, people who really care. In all of my years of service I have seen people who really care in a bone deep way, and those who care in a verbal way. There's a difference. You know them, you see them. The people who care only verbally about soldiers are the ones who are willing to sacrifice their lives in battle in the needless way. Those who care about people deeply, in peace time and war time, are those who are going to capitalize on that unit and are going to be very successful.

You need to nurture that caring because there's going to be a lot of pressure to get away from it. There are going to be a lot of things that pull you away from dealing with soldiers and soldier interests. That doesn't mean you have to be a wimp and overly compassionate and we aren't going to take that hill because soldiers are going to get killed. We have to do things that are risky and dangerous, but that doesn't mean we cannot be caring and cannot be thoughtful.

When I went to Fort Campbell as a commander there, that's when I began to have nurtured deeply in me the need for caring deeply for soldiers. We established in Fort Campbell during that time the one-stop service center, where soldiers could come in. You didn't have to go all over the post. We established the Community and Family Support Center activity at Fort Campbell. Now you see it all over the Army. We tried to nurture child development centers there because of family orientation. Why did we need to get involved in that? Because I took the whole division on REFORGER in '76. The largest maneuver in Europe of a division ever, with all of its equipment. We had a real potential problem back at Fort Campbell with fam-

ilies with that kind of major undertaking. From a practical standpoint if we weren't deeply involved in caring for families and soldiers we would really have a serious problem in the field. So you're driven to it by necessity. But out of that grew my concern for dealing with families.

Also, when I first got to Fort Campbell I was accosted with the figures of 55 soldiers being killed a year on the highways in POV accidents—80 percent of them alcohol related. And going around to families and telling them the bad news that they had lost a loved one, it ate on me. What, as commander here, could I do to try to deal with this carnage? Out of that came, all the command group got together, six of us in the command group, and we hammered this thing out in a weekend. What could we do to try to deal with this in a concrete way rather than to accept that as the reality of being in the military. Out of that came the DWI policy that is now in the Army all over, and many states have adopted that.

It's not a policy that brow-beats people. People who have an illness with alcohol, we want to take care of them. But people who want to drink and drive recklessly, are going to get into trouble, and you see that policy. In two years at Fort Campbell, we cut that fatalities down to 22 a year, and alcohol-related deaths were only about 30 percent. And interestingly enough, the insurance rates started to go down. So there are benefits to be derived. And people began to realize it was a post that cares about people, deeply. So I use that as an example to illustrate the point about caring. You can care in a concrete way.

The third point I leave with you, everybody that comes into a unit wants to sweep clean. New broom sweeps clean, you've heard that phrase. Hey boss, look at me. I'm brand new, I'm going to turn this unit into a gangbuster unit and everything done before me was screwed up. There are some people in life who are afflicted with people around them that have been before them in the job or even temporarily with them today or in the future that are all screwed up. It's too bad there are people who feel they're afflicted like that. I think it's an affliction called vanity.

When you get into your units look for the good things that are there. When I became steward of the Army, Chief of Staff of the Army, I was not going to sweep everything out. A lot of things that Shy Myer started were excellent, and I signed up for them, and a lot of them have prospered, and he's gotten full credit for them. The COHORT and regimental system, for ex-

ample. A lot of the light initiatives were born during his time on watch.

As you go in your units find those things that are good, sign up for them and then establish continuity. Because continuity is important to minimize turbulence that tears at the foundation of the cohesiveness of a unit. Find the right balance between change and continuity in your activity.

When I got to Korea as the CINC there in 1979, there was a big temptation. I replaced Jack Vessey, a dear friend of mine. There was a lot of temptation to change things—a new staff working for me, and the Koreans wanted to change the war plans. I saw the same thing when I was a brigade commander and the Chief of Staff of the 3rd Division in Europe. New commanders came in there into the division and wanted to change the plans overnight, have a whole new General Defense Plan.

I learned from those experiences about the need for establishing continuity. The turbulence down at the bottom of the pipe from everybody changing plans is enormous. When I was Chief of Staff to Secretary of Defense Schlesinger as a major general in 1973, General Abrams came to see him one day and Schlesinger was full of himself about new policies, and he turned to General Abrams and he said, "What do you think about all these new policies and new directions and thrusts that are coming out of OSD?" Abe, tough soldier that he was, he drew on that cigar, and he look at Schlesinger, never smiling, and he said, "Mr. Secretary, it's kind of like an aircraft carrier. You fellows are up here in OSD and you're giving left rudder the right rudder and full ahead, and the breeze is blowing in your face and you're feeling of yourself. All that's really happening is us guys in the hole are getting seasick."

When Don Rumsfeld became Secretary of Defense and I stayed on there to help him get through the first five or six months I told him the same story and it didn't go over too well.

The fourth point I leave with you is as obvious as the ears on your head. You need to be tactically and technically proficient in your business. If you're going to go out and inspect training, you'd better doggone well know what the manuals say about it. You'd better doggone well know when you get down behind a gun what it is that's in the soldiers' manual about crew work or about that weapon. And get down behind the gun. It's awfully easy to walk around a platoon in position. It's a little more difficult to get down in the mud or get down behind a TOW or a Dragon or a machine gun and look at the fields of fire.

Sometimes it's a revelation. Out in that field of fire are 18 trees, for example. You don't have a field of fire. "Why did the sergeant put you here, soldier?" "I don't know, somebody just put me here." "Can't you see that you can't see anything out there?" "Yes." "Why didn't you raise Cain about it?" Well, I don't know."

You need to be involved in those kinds of things, but you can't make a fool of yourself.

During my time in Korea, we had an assassination of the president and there was a coup on the 12th of December 1979. All eyes were on Seoul, all of the generals, the Korean generals, everybody was thinking about what's going on in Seoul, who's going to be running the country, and where should my loyalties lie? My responsibility was to keep the peace, to maintain a strong defense forward, look north. So we started a bunch of what we called tactical seminars—three days in every corps. We went through all seven corps, then we went through the air component of the Armed Forces Command and the naval component. It took a little while to do that. We replicated this thing every six months. The purpose of all that was to get the Koreans to look north, forget about Seoul, to get tactically and technically proficient.

Now these three day seminars in every corps involved a reconnaissance on the ground and from helicopters. Then an all-day session in a room like this with the Korean division commanders and corps commander of each corps, as well as their G-3s and G-2s and their staffs, around the back of the room like some of you are here, and talking about the first day of war and how you'd fight it, and the second day of war and how you'd fight it, and the third day. It was down in detail—how are you going to deal with chemical weapons on the battlefield? How are you going to plan your fire support? How are you going to use your engineers? Division commander, who is in your tactical CP? If the division commanders hadn't thought about that and were not proficient in that kind of an answer they would have embarrassed themselves in front of their junior officers. You'd better believe the division commanders did their homework. Everybody did their homework because they didn't want to be embarrassed in that kind of thing.

Out of that process came a much better understanding of the defense plan, obviously a much greater orientation on the north. But in order for me to lead that kind of discussion and for me to be involved, I had to understand factually and technically my business, our business, AirLand Battle, the whole nine yards. How you use air power, how you use engineers, and so on.

So at every level you have to be tactically and technically proficient. You need to start at your level. That's what PCC is all about.

The next point I leave with you deals with examples. Obvious again, as the nose on your face. That's what leadership is all about. We set examples, good and bad in our life. I hope we can set examples personally and professionally of excellence, 24 hours a day. I've tried to do that in my life in the Army, personally and professionally. I've tried to live a life of integrity, a life that is not oriented towards aggrandizing ambition.

I'm a believer in ambition. There are two kinds of ambition. There is a positive ambition that allows you to grow in positions of responsibility so you can help others. Ambition that is outward-giving. Ambition that doesn't care who owns the idea. General Abrams used to say there is no amount of goodness you can do in the world if you don't care who gets credit for a good idea. Wisdom. So that's the kind of ambition that I reward. I'm not talking about the ambition that is self-centered and aggrandizing, and ambition that is ruthless in its own use.

I've never turned down a job in the Army, and I've been offered and given some jobs I didn't want to do. As a brigadier general I was sent out to Vietnam to be Deputy Chief of Staff for Economic Affairs. Can you imagine? I wanted to be an ADC. Who didn't? But that never came my way. I saluted and did that job.

I didn't really want to be the Military Assistant to the Secretary of Defense as a major general, but that's probably the most powerful position in the Pentagon except for the Chairman's job. I think I served two Secretaries of Defense very well. One time we were up in New York City. Jim Schlesinger went up there to make a speech to the Council on Foreign Relations. On the way back that night—incidentally in the same airplane we had today—not necessarily the exact same one but the same type. He looked at me and said, "John, what did you think of that speech and the questions and answers up there?" I looked right back at him and said, "The speech was okay, but my golly, the answers to the questions were interminably long. Everybody was asleep, including me." Schlesinger look over at me beady eyed and he said, "Wickham, you can be easily replaced."

But I never turned down a job, and I was always straight in my response to people. I guess there's a little humor in that story. The only job I ever turned down was one last fall. I turned down the job of becoming SACEUR. I turned that job down, the SecDef asked

me to go, but I had reached a point in my life where I needed to focus on family matters. I believe in family matters, and it would be somewhat hypocritical of me to not be concerned for family matters in my personal life. Another six years overseas, I really wasn't sure that I really wanted to devote that kind of time at this point.

Furthermore, I had been a general officer for 16 years—8 of them as a four-star. I believe in upward mobility. I think I ought to demonstrate that in my personal life as well. The time has come for me to step aside and to let other young people move up. So those are the reasons I chose not to accept that billet. On the other hand, the point I leave with you as a personal example is, that up until that point I had saluted and done what the Army asked of me.

The next point I leave with you deals with stewardship. We talk a lot about stewardship and I think we understand what stewardship means, but I think we tend to focus on stewardship in terms of materiel things—that we want to protect the items that are given to us and we want to acquire items in a responsible way. But stewardship is broader than that.

Stewardship also involves the capacity to look forward to new ideas, new technology. Stewardship also means the capacity to provide solid leadership for soldiers. Stewardship of the human resource means leadership. I think we need to pay attention to stewardship and the broad spectrum explanation of it.

The next point is on safety. You've read something and heard something on safety. I believe deeply in safety because I believe deeply about people. I think every commander needs to be the safety officer. I look upon myself as the safety officer of the United States Army, and I think you need to be the safety officer in your units. I was the safety officer of the 101st Division, even though I wasn't rated as an aviator. I don't think you need to be technically expert to do that.

When I went to Korea in 1955 I was confronted with a number of accident investigations. Wire strikes. Catastrophic losses of aircraft and of lives. I got involved in all of that. Why is this? What can we do with the Koreans to put orange balls on wires, and we tried to do that. But the Koreans sometimes put the wires up without the orange balls and they may have put them up overnight. That's not the answer.

Why doesn't the Army have wirecutters? Too expensive. Is it really? So out of that concern for helicopters and concern for lives, I drove it. I drove wirecutters onto

Army aircraft. The Army had been fiddling around with the idea for a long time and never funded them. Because we raised Cain in Korea, we drove those wirecutters onto aircraft, and they have paid for themselves many times over in terms of aircraft saved.

Inadvertently you're going to run into wires. I don't think it's a matter of carelessness. They're going to be there, and they're surely going to be there with night vision work. Goggles won't see wires. If you're going to get down to tree top level, you aviators should know about that, it's important to have them on there. We had to be sort of a Rube Goldberg as we put them on the Apache because there are so many appurtenances on there that you have to have a bunch of wirecutters. They're on most of the fleet now and they're saving lives.

The point I make there is that as the safety officer you can involve yourself in innovative ways of saving lives and equipment and you're also setting the example of by gosh, I really care about people and equipment. I am a good steward. That's safety.

I think the most telling issue about safety is that safety in peacetime is just as important as in wartime. We aren't going to have the resources to back us up always in wartime. We aren't always going to get the trained manpower and we aren't necessarily going to get replacement items the way we anticipate. Therefore, to the extent we save lives and save resources in wartime we're going to do better in terms of fulfilling our mission. So the idea that safety is a peacetime occupation is baloney. It's peace and war, and we need to infuse it into our young people.

You've heard me say that we need to develop in our young people a sixth sense of safety. God gave us five senses. The sixth sense is a subjective one, a learned one. We try to teach that to our children. Don't reach up and pull the pot off the stove, don't fool around with the keys in an automobile while I'm not here. We pull them out. We teach children those things. We bring into the Army 130,000-140,000 bright-eyed and bushy-tailed young people a year. They don't have the sense of safety that we have developed. We need to imbue them with it. You have the responsibility as the safety officer to imbue young people with the sixth sense of safety. Otherwise they're going to be doing dumb things and they're going to be killing people.

We killed a soldier two days ago, somebody driving a tank down a road with the gun at 90 degrees and hit a soldier in the back of the head.

The next point I leave with you is, there's an art to this listening. You listen with your ears, but you also listen with your eyes. You need to practice the art of listening: listening to your superiors, rather than selectively listen. What is it that I like about what he's saying, and that's what I'll associate myself with. That's the part of the order I like. The other parts of the order I don't like and I won't do it the way he wanted it. That's selective. That's not loyalty. If you're really a loyal individual, you're all ears and you're all eyes. You're trying to absorb it all because you want to do what your boss is asking you to do in spirit as well as in fact.

The same thing applies down. If you really are about people you're looking around and you're listening and you're gathering information, and it's registering, and you're doing something about it. I have carried a notebook all of my life in the Army. It saved my life in Vietnam, incidentally. It stopped the bleeding, but it's not the reason you carry it around. A notebook not only helps you see and hear, but it also helps you listen inwardly. When an idea comes to you in the middle of the night or out in the field, you write it down. Listen up and down. Show the people that are committed to you that you really do care about them, because that is a discipline that I think is very valuable to learn in peacetime, and it's essential in wartime.

Brigade commanders and Assistant Division Commanders have had a lot of experience with Command Sergeants Major, battalion commanders only peripherally. Develop a good relationship with you Command Sergeants Major—one of open confidence between the two of you. Share your views, listen to what he has to say. He probably knows more about the Army than you do. He clearly knows more about soldiers than you do. And he clearly knows a lot more about how to get things done through the NCO chain than you or I do. Harness his talent in support of what you're trying to do. The whole NCO Corps in your unit will feel enthusiastic about that relationship and they'll see it as one of strength.

Sergeant Major of the Army Morrell and I are very close as individuals. I didn't know him before I selected him. But I've listened to him and I pay attention to what he has to say. You need to do the same with your command sergeants major.

The next to last point I leave with you is about our business. Some of you are combat support, some combat service support, and some combat arms. As I flew around in Korea during my three years there I often saw painted on top of buildings words like "think war," sort

of a strange thing, kind of obnoxious. Who's going to see them from the top of the building except VIPs flying around in helicopters? But soldiers had to paint them. Soldiers as they walked around the hills and could see them.

When you went into a Korean dining hall—rather rudimentary, Korean soldiers standing there waiting to get in the dining hall—they'd have little signs painted inside the building that would be procedures for firing weapons. When you went into air bases, Korean air bases, when you went into the latrines, on the walls of the latrines are emergency action procedures to deal with flame-out, or how to identify MIG aircraft. Capitalizing on every moment, if you will, to think about war and to think about our business.

We tend in peacetime to get dragged away from the central occupation, that is being ready for war so as to guarantee the peace. Everything that we do needs to be focused on readiness. We have tried to strengthen the family programs in the Army, to institutionalize them. Yes, they're motivated by moral reasons, but they're also motivated for readiness reasons because an Army that feels better about itself and families that feel better about the Army lead to an Army that is readier and more prepared for war. So never forget the central purpose of our occupation, and that is to think war so as to enhance readiness.

The last point I leave with you is mentoring. I don't believe there is anything more important during your time on watch, or mine, than to give ourselves to teach the young people, to pass on our experience. We try to do that as parents. If we're good partners, we do a good job of it. Sometimes we think it's not a good job until we're surprised years later about all the values that our children have caught—we thought we were teaching them, but they really caught them by example.

I ask every battalion commander and I ask you here to sit down with your officers one on one every three of four months. That's a chore. But it's a valuable chore. If you're going to be able to sit down with Jones and Smith every three of four months you have to have something to say besides how's your family and how's

the weather. You have to have eyes that see and ears that hear about him. You're looking at him and sizing him up, and you'll have something of substance to say. And furthermore, you're going to turn them on to the Army. You can tell him, "Here are the good things I see about you, Jones. I've been watching you. Here are ways you can improve, Jones." You don't tell him he's all screwed up, you don't tell your children that. Then you can give some of your own personal examples, just the way I'm trying to do here—giving you examples out of my life for whatever value they are in terms of experience so you can be better because of that.

Mentor those coming behind you so that this will be a stronger Army. We won't have time to mentor in war. But we sure as the devil have time in peacetime. If you think you don't have enough time something is awfully wrong in your organization. Your division commander and Assistant Division Commanders are maybe all wrong in not giving you the time to do that.

The last point before I take your questions is where I began. It's a good Army. It's not a great Army. I don't know whether any of you have read a couple of books, *In Search of Excellence*, and *A Passion for Excellence*, by business school professors who have looked at the Fortune 500 companies and what makes some successful and other not so successful. What has emerged from their studies is nothing more than leadership. Companies that have hands-on leadership, companies that have deep concern for people, who make things go in companies, are companies that prosper. Companies that decentralize authority, power-down if you will. It's almost as though they take a look at things we do in the Army.

The difference between a good Army and a great Army, the difference between a good unit and a great unit which you will command is simply a matter of leadership. You have the power to do that—that's why the Army picked you out of many others to accept the mantle of responsibility as a commander. You owe the Army back for that obligation and I know you'll fulfill it to the nth degree.

APPENDIX G

Interviews

INTERVIEW WITH SOLDIERS

September 1983

Q What was the first thing that went through your mind when you found out, after all these years of service, you were going to be chief of staff of the U.S. Army?

A A sense of thankfulness, and a prayer, because I felt that this achievement represented efforts of a lot of people who had helped me, including my family and soldiers that I have served with for more than 33 years. Also, a feeling of awe about all of those who had preceded me and the important contributions they had made. And, I guess, like every other human being, a prayer for strength and vision to fulfill the responsibilities that come with this position.

Q You've served in all the commissioned grades to the top of the Army profession. What's the grade that you remember and enjoyed the most since you've been in the Army?

A The grade that I enjoyed the most was major general, commanding the 101st Airborne Division (Air Assault) for more than two years.

Q When you were a junior officer, you probably thought, "If I could do this, or I could do that, I'd sure do something about it." Now you're in a position to do some of those things. Have you carried any of those thoughts forward with you? And do you plan on doing something about them?

A Yes. You carry forward some of your prior experiences. One is concern for young people—concern for soldiers, young officers and NCOs, and the need to take care of them and provide the kind of sound leadership that meets the needs they have. But I think, also, the older you get and the more service you have, you begin to realize there are limitations to what can be done. Many of those limitations are not in our control. The Department of Defense, in dealing with Congress, realizes that some choices are made by the budget process and the congressional process. These external influences limit how far we can go in dealing with the concrete problems that our soldiers and the Army face.

There are other dimensions to the problem. The acquisition process—it takes time to develop and acquire new equipment. The costs may limit us in the number we can buy. The size of the Army is another limit which forces us to do things that may not be understood by the young soldier. The young soldier may ask, "Why

can't we have full-strength units? Why can't we have a division that has three brigades rather than just two brigades? Why do we have to round out?" Well, in part, that's brought on by the size of the Army, which is congressionally mandated, and therefore, we clearly see the need to rely on the Reserve Components, as we have successfully over the years. These are some of the limits that inhibit the capacity of leadership to meet some of the demands and anxieties of young soldiers as well as aspirations for the Army.

Q Do you plan on being out in the field with the troops as much as you can?

A Of course. Nothing takes the place of personal reconnaissance. I'm an open man in style—accessible. Our new sergeant major of the Army, Glen Morrell, is the same way. He will spend a great deal of time in the field, talking to soldiers, observing training, interacting with non-commissioned officers and with officers.

Q What are your priority tasks for your first year as Chief of Staff?

A We need to be ready for war, because history tells us that's the best way to assure peace. You see, I've recently come back from three years in Korea, where the capabilities of our forces helped assure peace and stability. Readiness is going to be important to that capability to deter hostilities. And so the first priority would be to maintain programs to improve the readiness of our forces. That means emphasis on realistic, tough training and maintenance. That means emphasis on joint and combined exercises.

I think the second priority, in keeping with improved readiness, will be the need to assure that the Army achieves an equitable share of resources to meet its needs. The Army has been receiving roughly 23 or 24 percent of the defense budget, and yet we have a very substantial mission. One could make the case that there is an inconsistency in the share of resources we have received and the missions that have been entrusted to us. So part of my task will be to assure that the political and congressional authorities are aware of the missions that the Army has been asked to undertake, and the needs of the Army so that we can achieve an equitable share of resources. You see, we need to be mindful of the fact that the Army today is the smallest in 30 years. The risks are clear.

Q. Do you feel the Army is ready—where you want it to be? Are there specific areas that you think need improvement in Army readiness—areas that you want to devote your effort to?

A. Readiness is an evaluational, relative term. One could make the case we're never as ready as we'd like to be, but the Army is in excellent condition now. It's probably the best Army we've had in many years due to the efforts of my predecessors, recently Gen. Meyer. It's the best Army because the young men and women coming into the Army are the best in recent years. Quality is there. The training of our officers and NCOs is excellent. So all of that combined with the equipment that's beginning to flow into the Army, and the resources that have come to the Army in the past three years—substantial resources—make the Army more ready than it ever has been. But we're still on an uphill movement, and we have more to do.

Q. Could you expand on training? Are there innovations in training planned? Are there any new changes or outreach things that you see now in training that are going to help us in this quest for readiness, this upward climb?

A. That's a good point because it follows the readiness issue. The answer is yes. The National Training Center in California provides a unique opportunity. As a matter of fact, it's the only place of its kind in the world where we can train and evaluate our readiness for improvements through realistic field exercises. In realistic conditions, against a realistic threat force, joint air and ground, electronic warfare, armored vehicles, fire power, all of the dimensions. So that kind of realism, that kind of sound training will lead to improved readiness.

Also, we're making great strides in the area of simulation. Simulators can help, on the one hand, to reduce the cost of training through the use of munitions, but also improve the effectiveness of our training. For example, we've done a test recently with the Reserve Components in tank gunnery. The test compared the results of using simulators vs. traditional live fire exercises as preparation for tank gunnery qualifications. The results showed basically no difference. This suggests that the simulator techniques probably produced just as effective, if not more effective, capabilities at the other end. Similarly, we're using simulators with good effect in helicopter training. The simulators that we're now developing at Fort Rucker, Ala., for ultimate dissemination in the field will improve training and, at the same time, reduce costs. So there are many innovative opportunities under way.

Joint training. We continue to fund large scale joint exercises around the world—REFORGER, exercises in Southwest Asia, the annual TEAM SPIRIT exercise in Korea, the largest in the free world. Reserve Components participate in these exercises to an increasing extent. Such training is indispensable to improving readiness.

Q. How can the Department of the Army civilian worker influence Army preparedness? How can they as individuals affect the mission that all of us are obligated to fulfill?

A. The Army really cannot fulfill its mission without a civilian workforce that is every bit as dedicated to duty and to service as the uniformed people. These civilians serve in a wide range of jobs from those who are involved in acquisition, to those that are involved in research and development. Some very bright and able people are on the forefront of technology. Others are involved in our programmatic activities in dealing with Congress, in the field of operational maintenance, in our hospital facilities, and on our installations. So they cover the whole gamut of readiness. They help to sustain the operational capabilities of the Army.

We need to recognize the quality work of our civilian workforce through incentives and incentive pay. I've often thought we don't make full use of medals. We have a substantial family of medals that can be provided to civilians. They might be a small token of appreciation, but nonetheless, a valuable one. We can make better use and effective recognition of our civilian workforce by seeing to it that there are continued upward mobility opportunities in employment activities.

Q. Which leads me to the other side of the triangle. Do you feel the role of the National Guard and Army Reserve is critical to our Total Army success? Would you comment on your feelings, perceptions and guidelines for the Reserve Components?

A. We've reached a point in the history of our Army where there is a great reliance on the Reserve Components—more than we ever had in the past. Some 50 percent, roughly, of our Total Army is in the Reserve Components. And, combat support and combat service support require substantial reliance on the Reserve Components. That in part has been brought about by the constrained growth of the Active structure by congressional action, by fiscal circumstances. But it also occurred, in part, by the opportunity to achieve support from the Reserve Components. The Reserve Components have had considerable success in

recruiting in recent years. The Army has tried to match increasing reliance on the Reserve Components with modern equipment. We've not done well enough in the past, but now we have programs that are firmly in place that will put modern equipment in the Reserve Components. We calculate, according to these programs now, that we are sending roughly \$1 billion a year of new equipment into the Reserve Components. In addition, there would be several hundred million dollars of "trickle down" equipment that would come from replacement of older equipment in Active units.

Another major improvement that's been under way to increase the readiness of the Reserve Components has been the growth of the affiliation programs with Active units—round-out arrangement where reserve units round out an Active unit, and the CAPSTONE arrangements where Active units are closely allied with those reserve units with which they would go to war.

We plan also to improve the readiness of the Reserve Components by increased full-time manning. Right now, the full-time manning in the Guard and Reserve varies between 4 and 8 percent. We think that an increased level, maybe 10 percent, for example, might enable us to improve readiness. Ten percent full-time people in Guard and Reserve units might mean that some early deploying units could have as much as 15 or 20 percent in full-time people. So, the bottom line is, we're putting our money where our mouth is in terms of increased readiness with the Reserve Components because of their essentiality. We're trying to fulfill the missions that are given to the Total Army.

Q Would you comment on advanced technology and the individual soldier? What do they mean to each other? Is one going to replace the other? How does one relate to the other?

A I mentioned that we have the smallest Army in 30 years. The Army probably will remain relatively small, which means we must capitalize on as much leverage as we can from technology. That's as it should be because of the threat. We see that the Soviet capabilities are being improved significantly with more modern weapons, and we need to deal with that threat with our own technology. So what I see is that our weapons systems may become increasingly sophisticated, but not necessarily more complex to operate because of "black boxes." This modular equipment means that soldiers don't need to know what goes on inside the black box, they don't really need to know how, in the field site to repair them. They need to know how to make use of them. And, the same thing is true, I think, with a tank.

The M-1 tank is a sophisticated piece of equipment, but it's not complex to operate. It's not complex to bring fire to bear on the move with night sights that produce a better image than you could see in daylight. So I don't see that as a problem. I do see it as a challenge, however, to be sure that the so-called man-machine interface is as solidly worked out as we can, so that we minimize the human difficulties as the sophisticated equipment comes along, and that we try to assure that the sophisticated gear is not complex to operate.

Q Is technology ever going to do anything to replace the soldier on the battlefield?

A No. I don't think technology will ever take the place on the battlefield of the ultimate role of the soldier, or of units that are manned with people, because people are the ones who have to make judgments. People are the ones who will have to make tactical decisions that capture an opportunity, and people are going to be the ones who ultimately are going to have to decide to enter hostilities as well as to end them.

Q Sticking with people for a minute or two longer, what do you think are the most important concerns facing the soldiers in the Army? What do you think they are concerned about today and are we addressing these concerns?

A I don't think young soldiers today are much different from those who went before them. Young soldiers are anxious that they be given challenging training, that the time they give to their nation be gainful and fully used, and that their talents be taxed.

Secondly, young people would like to be assured that they are being provided the very best of equipment, the most reliable equipment that our industry can produce. Also they want the very best that technology can produce, and in enough numbers so that they can go to war and be sustained in war and with support. Our young people today are just as anxious as in the past that we provide quality of life for them and their families. That we put them in decent living conditions. That we give them decent working conditions. And that we take care of their families with quality medical care and all of the support in a structure such as child care centers, and schooling that they expect. You know, young soldiers today have sort of signed an unlimited liability agreement. And, therefore, we in a sense have unlimited responsibility to fulfill those agreements for them in terms of adequate quality of life, adequate pay and adequate entitlements. I think there is a fourth thing that young soldiers probably look for, and that is non-

commissioned and young officers that they have over them. Of course they also think of the senior leadership of the Army, and expect that we are carrying the Army in the right direction.

Q. What caused soldiers to pick the Army as a career? What keeps them on active duty? The very things you've just discussed?

A. Some of those things do keep them in service. If the soldier is turned off because of poor training, or he feels that we have broken contract with him in terms of quality of life, the family becomes disaffected. As Gen. Meyer said, "We enlist soldiers, but we retain families." There's a lot of wisdom in that. If the family is turned off, it's tough to keep the soldier in the Army. So I think those factors do have a bearing. I believe that our young soldiers today are every bit as patriotic as soldiers in the past have been. They may not show that patriotism in the same ways, but they are, in my view, just as inspired by the flag and by the national anthem, and just as capable of defending their country and sacrificing for their country as those who sacrificed in the past so that they could be alive today.

Q. A week or so ago, I saw a film called "Where's Dad?" What can we do or what do you intend to do during your tenure to improve this quality of life we talk about? How are we going to change long separation, bad hours, physical depletion because of what's required that can't be put back into the family environment?

A. Well, I'm a family man. I have three children. I understand that point. Of my six tours overseas, four of them were unaccompanied. I spent five months in Walter Reed Army Medical Center. I think I understand the impact of fear and separations on the family. And, clearly, I'm going to continue as my predecessor, Gen. Meyer, has done, and Gen. Rogers before him, to do what can be done to improve the quality of life for our young soldiers. The goal will be to assure that the families feel they share a decent life, to try to minimize family separations by increasing the number of families that can move overseas with soldiers, and to try to reduce the turbulence of movement of soldiers around various installations.

Q. What's the best thing about the current recruit that we're getting? Is it brains? Is it devotion? Is it all tied up together?

A. The quality of the young soldier today is, as I mentioned earlier, probably the best I've seen. Ninety percent of our new recruits are high-school-diploma

graduates. The re-enlistment quality is way up. The incidence of crime in the Army seems to be way down. So something is going on that reflects the quality of young people who are coming into the Army.

They're more anxious to learn, they're more inquiring, they're more capable of taking on more complicated tasks. In a way, that's an extraordinarily healthy phenomenon because these young soldiers are going to be the NCOs of the future, and we're going to have an improved Army because of that quality.

Q. Some career soldiers are concerned about changing the retirement system. Would you comment on any short- or long-range proposals that are under consideration and your position regarding them?

A. Well, as you know, the 5th Quadrennial Review of Military Compensation is under way and will not be finished until this fall. The recommendations that come out of this review will lead to careful analysis by each service, the Joint Chiefs of Staff, and officials within the Department of Defense as a basis for going forward to the Congress and to the White House. I don't know how that commission is developing their alternatives right now. But let me just add that, as I mentioned earlier, as we consider the results of the 5th QRMC, we need to keep in mind the unique role of uniformed people. This contract of unlimited liability that we all entered into—to be called away in the middle of the night to go on a mission, to be faced with hazards to life, to be separated from the family, to be subjected to different kinds of demands and constraints from those you might find in civilian life—calls for special recognition in the way of pay, allowances and entitlements. If we seek to maintain a youthful and vigorous, robust Army, we need to be sure that there is the opportunity for early retirement, lest our Army and leadership grow older in average age. And so that's why the current system has evolved over the years. Twenty and 30-year retirements basically have been sound and have produced an effective, ready fighting force to fulfill the security tasks imposed by civilian authority. I believe the current system is pretty sound.

Q. One more pay question. How do you feel about giving additional pay to first sergeants and command sergeants major?

A. Well, that needs to be reviewed. I believe that's been discussed in the past. I'm not sure of the status of the review. There's no question that first sergeants and command sergeants major play a vital role in the welfare

and the training of the units they are associated with. But so do platoon sergeants, so do section sergeants and gunnery sergeants, and so do company commanders and battalion commanders. And I think an operations sergeant in a hostile area is every much as important in his responsibilities as perhaps a first sergeant is in a peaceful environment. So I think there is an issue of equity here that needs to be addressed. My instinct is, we ought not provide additional pay.

Q. Would you comment on the regimental system and the value it brings to the Army?

A. The regimental system is an idea whose time is now. Clearly there is value to be derived from associating young people, soldiers, NCOs and officers with the glorious traditions of regimental units. The regimental system will provide a mechanical basis for rotating units back and forth that will minimize turbulence, and it will allow NCOs and officers to build some equity by buying homes, if they wish, because they'll know they're going to go back to one home base. So I think there is some value associated by all of that.

There is another dimension of it which we've tried in various forms in the past that this time, I think, we may be able to achieve with the COHORT system. That is the growth in combat capability and readiness that will come from soldiers being associated for long periods of time with their comrades. We're trying to do some of that now with platoons. We've formed platoons at basic training and we try to keep them together as long as possible. As you know, the COHORT system

forms companies and keeps them together for three years. We hope eventually the regimental system would evolve to battalion rotational dimensions, and in theory at least, the regimental system will lead to units that are more cohesive and more combat ready. One of the lessons of the Falklands campaign, to the extent those lessons have relevance to current times, shows that the cohesion of units is a combat multiplier in battle.

Q. Do you feel your job as the Chief of Staff is the toughest job in the Army? If so, why? If not, what do you think is the toughest?

A. Gen. Bradley in his book, *Soldiers*, said that the senior leader needs to have great compassion and understanding for the soldier because giving the orders is so much easier than the task he's asking the soldier to carry out. That quote explains where the toughest job lies. The toughest job is at the unit level—at the company commander's level, the first sergeant's level, the platoon sergeant's level, where all of our efforts ultimately must be translated into human action, in garrison or on the battlefield.

Q. Last question. If you had the opportunity to meet every soldier in the Army and you could give one message, what would that message be?

A. I'd look every soldier straight in the eye and say, "Go the extra mile for your country and for your Army and, incidentally, for me as your Chief of Staff, because I shall go the extra mile for you."

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Gen. Wickham: I think it might be useful to give you just a couple of minutes of preamble. Where has the Army been headed and what have we tried to do here in the first couple of years?

First, every Chief inherits the momentum of the Army and tries to build on the progress of his predecessors. Shy Meyer started a lot of good initiatives and we sought to maintain the momentum of those—the cohesion initiatives, the regimental system, the high-technology division and the Army Development and Employment Agency "skunk works" at Ft. Lewis where we're going to try to compress acquisition and the time it takes to bring new ideas in doctrine and organization and equipment into being. All that's continuing.

The second broad direction has dealt with stewardship of the resources that have been entrusted to us. Clearly, in the past four years, the Army has received substantial resources for modernization, improving the quality of life for our soldiers, quality of the soldiers, and the resources to improve our sustaining capabilities. If you take a look at some of the statistics, you can't help but see that the Army's overall capabilities have significantly improved. The modern equipment that's come across not only is more sustainable, but it's more lethal, and in that sense, it has more sustaining capability.

How do you measure some of the improvements that have been made? Our unit status reporting system is

not the complete answer to measuring capability, since it's an internal system to help us manage resources—it doesn't always measure the qualitative improvements—so we've developed a new system called Measuring the Improved Capability of Army Forces or MICAF. This model is based on the qualitative nature of the threat and the improved qualitative capabilities of our own forces in various scenarios around the world involving environmental conditions and day and night activity. So it's a dynamic kind of a model, as opposed to unit rep, which is static-based.

This shows that we have improved the capabilities of our divisions about 20 percent since 1980 in relation to the dynamic threat, and if you add the equipment that will be delivered in 1985 and '86, the improved capability of our divisions is up around 35 percent to 38 percent over what they were in 1980. So there is a clear improvement in capabilities.

Our third area has been to deal with the improved professional development of our officers and our non-commissioned officers. This effort involves more awareness of the operational art, more emphasis on thorough, professional schooling, more attention to standards of performance that enables more professional growth in our officers and non-commissioned officers and leadership.

There's a final initiative that I've tried to focus on—the idea of culture change that is associated with trying to develop a climate throughout the Army where young people can grow, where they can make mistakes and survive, where young people can truly be all they can be. The warrior business is our trade and yet, we can be caring of our families and caring of our soldiers and still develop an environment where young people can grow and prosper.

So that's kind of a preamble. Now let's turn to your questions.

AFJ: The results of a recent survey that you took of the quality of the Army's leadership seems like a pretty damning indictment, no matter how it's worded. What have you done to change the climate in the Army so that a bold, creative officer could survive?

Gen. Wickham: I think you have to define what is meant by "bold and creative." Some have views that are quite different than what we believe are important to the success of the Army. If you take a look at our promotion orders, it says, "Reposing special trust and

confidence in abilities and in valor and in patriotism and in fidelity." Being responsive to orders, carrying them out to the fullest extent, being filled with integrity and commitment, I think, are characteristics that are associated with bold and creative leadership, and we have tried to encourage that in the Army.

General Johnson, when he was Chief of Staff of the Army—and I happened to sit in the outer office here as his exec—had a little wooden turtle on the desk, and as people would come in, he was quick to say, "Look at the turtle there. The turtle gets ahead only when he sticks his neck out, but he also moves very slowly. Change comes slowly. But one needs to take risks, one needs to be bold and creative." That was what he was emphasizing with that little symbolism. I think that all young people—all people, for that matter—are anxious for opportunities to grow, to fulfill themselves, to be all they can be. Therefore, the survey results were representative of a thirsting for opportunity to be bold and creative, to make use of all the God-given talents that one has, and I don't regard as an indictment the fact that half or so of the people felt there wasn't enough of an opportunity. I regard it as a challenge for us to do a better job of giving these young people a greater opportunity to be all they can be, to grow.

So part of our effort to take a look at ourselves led to such studies as *The Professional Development of Officers*, *The Total Warrant Officer*, and *Officer Personnel Management System Review*. We've got an unprecedented study under way on the Professional Development of the NCO Corps.

The purpose of those studies was to look to our structure of leadership, and to discover what it is that people feel needs changing in the way the Army deals with them and provides opportunities for them to grow. Out of those studies are coming some important initiatives to strengthen the opportunities for leadership to grow and for people to make use of their full talents.

I'm urging our commanders to mentor the young people. I believe the most important legacy that any one of us leaves as a leader is the teaching of younger people, giving of experience to them. I challenge each battalion commander to sit down, one on one, every quarter with every lieutenant in his battalion and tell the lieutenant, "Here are the good things you're doing. Here are areas where I think you can improve. And let me give you my experience as a guide. It's not the last answer, but it may be helpful to you." It's that kind of mentoring and that kind of atmosphere, I think, where

you turn on young people, for them to be as bold and creative as they possibly can be. I'm trying to nurture that kind of environment.

One of the ways the Secretary and I do this is through oral guidance, as well as written guidance, to all brigadier general and major general boards. I also approve written guidance to boards below that level. And part of the guidance that he and I had given deals with picking the leaders whom we feel provide for the greatest opportunity for growth of our younger officers and leaders. We're trying to pick leaders who are not careerists, who are not ruthless with regard to young people.

AFJ: Let's go on to another effort which has your stamp on it—the light division concept. The recently departed Assistant Secretary of Defense for Manpower, Dr. Larry Korb, told the *Journal* that the light division concept should be reexamined in light of the serious shortfalls in manpower and sustainability that could come with it. Would you comment on that?

Gen. Wickham: Let me just give you a broad background of how we came to the light initiative. It goes back a long way. Back before my time. The high-technology light division was, if you will, the low wave of the move to build a more strategically deployable capability in the Army.

When we looked at the AirLand Battle, the doctrinal base for our concept-based requirement system, and we looked at the threat that we faced, it led us to review the overall capabilities of all Army forces.

As we looked at that thread running from the doctrine through the structural organization of the Army, the top leadership of the Army recognized that we needed to provide more capability at the corps level. AirLand Battle called for much more flexibility at the corps level in order for the corps commander to influence events on the battlefield. It required much more agility and battlefield mobility, higher leader-to-led ratio in our divisions, and probably smaller divisions than we were headed toward. Division 86 originally called for divisions upwards of 23,000 soldiers. The Army leadership also recognized some realities that we faced, and one reality was that we were unlikely to get more end strength for the Army. We also recognized the reality that we had to rely increasingly on the reserve components.

It also recognized some of the realities in the way of funding constraints that were likely to occur affecting

strategic deployability. Those constraints would contribute to the problem of not enough strategic airlift, not enough strategic sealift, so that strategic deployability would be a problem facing us the rest of this decade and probably into the next decade.

All of that then led the four-stars and the civilian leadership, to decide that we needed to make the corps commander's capability more robust. The leadership also said we needed to make some of our light divisions even lighter. The 101st and the 82nd Airborne divisions were upwards of 1,500 C-141 sorties to move them. That's two or three weeks of totally dedicated airlift.

That led us to develop the light infantry division concept as a small division, around 10,000 soldiers. You had to have a mark on the wall, and 10,000 seemed to be about right. That figure was deployable in 500 or fewer C-141 sorties and would have a much higher tooth-to-tail ratio than any other division, more fighters than supporters.

We also had not done enough on the very low end of the spectrum of capabilities in the special operations area. We needed to do more. As a matter of fact, the Department of Defense guidance encouraged us to do more there.

Our look at our doctrine and the threat led us to create another Ranger battalion. We created another Special Forces group and more rotary-wing capabilities at the lower end of the spectrum. It also led us to begin to look at lightening up some of our equipment. The M-198 medium howitzer, for example, weighs 17,000 lbs. We had not thought of looking at the use of composites. We believe we can make that same howitzer for 9,000 lbs. using composites. We're using composites now to fabricate truck beds, too.

AFJ: We read that last night in your March 6 testimony before Congress.

Gen. Wickham: Right. It's going to save weight as well as money. We're using plastics to pack and crate our ammunition, again saving weight and money. So lightness is a way of acquiring equipment, as well as saving resources. All of that has manifested itself in this effort to build some lighter capabilities for the Army to deal with the more likely areas of threat to our interests around the world. Still, NATO and alliances elsewhere are very important. We continue to improve the heavy side of the Army, but we also need to improve the lighter side of the Army so that we can be more relevant to the strategic threats that we're likely to face and the

strategic realities, in terms of lift shortfalls that we face. That's the genesis of the light division initiative.

AFJ: Can we afford to do this in light of the constrained resource environment that we face?

We believe we can. We believe that the Army must do this in order to capitalize on our capabilities. As a matter of fact, with this fixed end strength, we have been able to create more combat capabilities—we have formed over 30 combat battalions—because we have been more efficient. We've cut the size of our headquarters. The Army staff has been reduced in size. We have reduced the field operating agencies under the Army staff last year, to drive more people back into units. That's how we make these additional battalions.

We're making far greater use of productivity-enhancing technology to create more soldiers for combat capabilities. For example, the palletized loading system, an off-the-shelf type vehicle which one man can operate as a driver and as a winch operator, will save us two or three people. We're now trying to capitalize on that technology to save several thousand soldiers who would be involved in just materials-handling activity otherwise.

The Mobile Subscriber Equipment which we hope to procure should save us thousands of soldiers in the communications area.

We have a number of logistics initiatives. We call them the Logistics Unit Productivity Studies that have led to making smaller yet far more productive materials-handling, over-the-shore units.

So, we are creating more combat capability in the Army from our light initiatives. With efforts to benefit from efficiencies and from productivity-enhancing technology, we can take people and put them into areas that give us more combat capabilities.

The question of sustainability has also been raised. If we create more combat capabilities, can we afford to sustain them? The lighter divisions require fewer resources. Although they are more robust than one might imagine in terms of firepower, they do require less in the way of sustaining capabilities. Furthermore, modernization, as I said at a very early point, the modern equipment we are acquiring—the M1 tank and more lethal ammunition—in a sense, requires less in the way of munitions than what was necessary before. I've given you a full answer here, because I think the questioning of initiatives requires a full answer.

AFJ: Let's move on from munitions to weapons in general. Other MLRS, the Army R&D and acquisition systems have been unable, it seems, to produce a weapon that has either been free from cost overruns, isn't gold-plated, hasn't been delivered late, or is capable of producing as advertised when it finally is delivered. In fact, a weapon seemingly as simple as an effective bayonet, which your own infantry says it needs now, probably will not even be produced or procured until the year 2000, so we're told.

AFJ: Does that concern you? Are you concerned with the state of the Army's R&D and acquisition systems?

Gen. Wickham: The bayonet is going to be procured by Fiscal Year 1988. We are surveying to find a bayonet that's going to be multi-purpose, that will work as a field knife, wire cutter, can opener, and saw in addition to its principal function. Now let me address your broader issue.

There are about four million procurement actions a year that the Army is involved with. Some of them are very major operations, some of them are relatively minor. But they're all procurement actions. If we were 99.99% correct in those four million actions, it would still leave 400 subject to some debate. Out of that 400, you're likely to find some errors, and the errors seem to take a life of their own in the visibility they get. Unfortunately, the 99.99% that go right do not get as much visibility.

Let me give you some examples where we have been very successful in procurement. You mentioned the Multiple Launch Rocket System—it's an across-the-board success. There's the Black Hawk helicopter. Its multi-year procurement is saving us money, tens of millions of dollars. The Commercial Utility Cargo Vehicle, the CUCV, of which we bought some 50,000 or so off-the-shelf from the manufacturer in the United States, is a good contract, coming along very well in the way of warranty support as well as giving us a quality piece of machinery. There's the 5-ton truck multi-year procurement and Improved Conventional Munitions, for the 155 in particular, too. And there's Copperhead. While we had some difficulties in producing the Copperhead, its reliability is now in excess of 80 percent and the cost has come down per pound. It's a very capable weapon.

And there are the AN/TPQ 36/37 firefinder radars, a fine capability that is high on the list of foreign military sales requests. The Q-36 was used in Lebanon. So I think there are successes.

Now what are we trying to do to improve the opportunity for RD&A success in the Army? All the leadership is concerned about that.

I think one way to go about it is to acquire more competition. Right now, about 43 percent of the Army's contracting activity is competed. We need to go to 46 percent or more.

Secondly, I think that developing professional advocates in the competition business—and we've now got a group of such people—and developing more professional people involved in handling contracting activity is going to improve the administration of contracts.

What are we doing in the way of improving our long-range acquisition planning process? We're trying to shorten the acquisition cycle. The ADEA out at Ft. Lewis is designed to do that. We're trying to shorten the milestone process. Instead of having three milestones, let's get it down to two. We're trying to get top-down decisions on requirements. That way we can freeze the requirements rather than have them continually changing and leading to cost growth. I think we're doing a better job of arriving at a "should cost" as opposed to merely accepting the manufacturer's "might cost."

AFJ: We can't ding your technology too hard, Chief. We have three tape recorders, and one of them always jams.

Gen. Wickham: I mentioned the top-down freezing of requirements. One illustration of that is the LHX program. Another one is in the Advanced Antitank Weapon System-Medium. In those, we've been getting some top-down leadership.

AFJ: But Sir, instead of the top-down leadership speeding up the acquisition cycle, hasn't the opposite happened? Hasn't AAWS-M, which is the new name for an old program, been bounced back up into this building every two weeks only to have the project manager go back to MICOM with two more questions to answer? And, I understand, a lot of the questions he's asked to answer are questions that the Army has been percolating for years. AAWS-M was supposed to come up for an ASARC, if I recall correctly, about four months ago. But roughly every two weeks, the guy gets ready to come up for another pre-ASARC briefing, and every two weeks he gets sent back to the drawing board.

Gen. Wickham: Our concept-based requirements system gave us this requirement for AAWS-M. We need

an antitank system that will reach out a kilometer or two, that an infantryman can carry, and that will provide high reliability of kill. We're trying to bring to bear some bold and creative leadership involved at the top levels here to force additional questions: How can we do this? Are we pushing the state of the art too much? Are there other ways of killing the target? Do we want a soft kill or do we want a hard kill?

Gen. Wickham: The nature of the threat has changed and the nature of technology has changed. That leads us to question how we ought to go about doing the job. We need to get our corporate judgment square at the top level to freeze the requirement and say, "This is how we're going to go about doing it."

I think another initiative that we've cranked into the business of trying to build better systems is preplanned product improvement. We build in the opportunity to upgrade systems from the front end. With the M-1 tank, we've built in a preplanned product improvement, structured from the very beginning, and the M-1 tank is growing in survivability and capability because of it. The Bradley was built the same way. Its block improvements were already designed. We're trying to build that into the LHX; the growth in capability of the LHX will come from preplanned product improvements because we're building a robustness into it from the very beginning.

There's a final point about how we're trying to do a better job in the acquisition business and that involves trying to get brassboard capabilities out into the field early. That means taking something that may be an engineering development item and getting it out into the field as early as possible, let soldiers try it in a field as early as possible, let soldiers try it on for size and do some testing of it in a field environment. That gives us better insights as to its capabilities. These are all initiatives to try to minimize some of the difficulties we've had.

We are also trying to speed up the acquisition process. For example, Gore-tex wet weather gear. It's been in the marketplace for years. Why can't we lighten up the load on the infantryman by giving him Gore-tex gear, which is lightweight, breathes, and is very warm? You'd expect a response to that question like, "Well, it takes a long time to do all that. It's going to take years to test it."

It is being issued to the 7th Infantry Division this fall. From start to go, eight months.

AFJ: Great.

Gen. Wickham: How about the light BDUs? "It's going to take us three years to do that," you might expect to hear. Nonsense. We've had quality control from the manufacturer—it slipped six months—but it's going to be issued. I think, the end of this year, in 21 months from start to go.

The boot? "Well, it's going to take a long time to get those boots out there," you might expect to hear. We've gone out and looked at what the marketplace has—this is another non-developmental initiative. We've had walk-offs and now we've bought a fast-lace boot. We're also buying, for commercial sale in the PX, a padded cold weather-type boot that could be used in Germany. And those things are coming along very rapidly in the system, so I think we can acquire some things very rapidly.

AFJ: Let's talk about soldiers. John Wickham's favorite topic. Why are today's soldiers so much better than their predecessors? Why are they so much more professional and motivated? You just go out and talk to soldiers and you come home feeling good. What's the big difference?

Gen. Wickham: Some things are the same about soldiers—courage and valor, and willingness to serve our nation well.

Now, what makes the young people today in uniform a little different than in the past? I think there is a wave of patriotism afoot in the country today, a sense that service to the nation is important.

The mental qualifications of our young soldiers today are the best in the Army's history.

The rates of indiscipline, AWOL, and desertion are the lowest in the Army's history. There is also an attitude of challenge. The young people want to be challenged in training.

They're looking for role models of quality people, people who show excellence in their personal life as well as excellence in their professional life.

AFJ: What can a Chief of Staff do to take better care of the soldiers? Everybody else has ideas—I mean, you're so overmanaged and micro-managed and over-scrutinized by OSD, Congress, *Armed Forces Journal*, and a few other friends—but what are you as Chief of Staff doing to influence the care the soldiers and their families get? How can you influence how well the Army looks after its own?

Gen. Wickham: You remember the theme last year that the Secretary and I had? It was "The Army Family." This year, it's "Leadership." There's a synergism to those themes, and they have a life of their own—they go on from year to year. Their purpose is to galvanize the whole chain of command in terms of a direction. And the chain of command has to report back here as to what they are doing to promote those themes. They have to tell us, "Here're the new ideas that we have. Here's how we ought to share those ideas. Here are the pieces of legislative initiative that we need to get into Congress that will provide for better family care or that will deal with leadership issues, for example."

What concrete things have we done as a result of these themes, particularly the one dealing with the year of the family? We formed the Community and Family Support Center, to institutionalize direction and programs for family support. We've gone to Congress with a number of legislative initiatives. Overseas Dependent Student Travel is one initiative that we fostered. Space Available Dental Care in the United States is another. There are a number of people and family-oriented initiatives in the Authorization Bill that are in the FY86 budget before Congress that will lead to even further care for our soldiers.

We have undertaken a significant improvement in the overall medical care activity for our families and our soldiers. We've tried to provide for funding and professional training for people that are involved on the support side, such as the Army Community Service and activities that deal with families and spouse problems, as well as soldiers' problems.

These are important initiatives, but what's necessary is for us to institutionalize them. It's not enough for Secretary Marsh and me to say, "This is going to be what we'll do this year." We have to have a momentum that continues beyond me and Secretary Marsh to the next Secretary and the next Chief of Staff. That's what will make better care for our soldiers and their families a reality.

AFJ: Chief, what is your vision for the future of the Army? What kind of an Army should this nation have in the year 2000 or the year 1995?

Gen. Wickham: I'm halfway through my tenure as military steward of the Army and, as you've seen from the previous answers, there is some direction to what we have tried to do. Part of that direction is inherited momentum. It takes a long time to move the direction of a bureaucracy.

There are probably six areas where I would like to see more focus in the Army and more direction, to build a far more capable Army than we have today. This is a good Army. It's the best Army that I have seen in all of my years of service, and it has the potential to be a great Army. And what will make it a great Army is the quality of leadership at all levels that we are able to create and nurture in the Army.

I want it to be moving in the direction of a great Army, with inspired leadership, leadership of excellence both personally and professionally.

The first area deals with the quality of people. We must continue to bring in the best quality people that we can. Our recruiting incentives are essential to providing for that quality. We must have incentives that keep the quality in the Army also. We've got a declining manpower pool out there and that argues for maintaining the Army's current end strength without trying to grow it.

I think the second dimension is modernization and sustaining capability. Our business is war and being prepared for war so as to deter it. We need to continue the modernization of the Army because modernization puts the best equipment with the good soldiers that I spoke of earlier. And it leads to an Army that is readier than before.

The third important area involves capitalizing on technology to improve our productivity, to free soldiers from more administrative and less productive tasks so we can put more soldiers into combat capabilities. We need to harvest the benefits from the productivity-enhancing technology that I mentioned earlier.

At the same time, of course, we're doing the same with the Reserve Components, although their end strength is growing. We need to continue to nurture the strength of our Reserve Components with more modern equipment and with quality people.

The fourth area that is important is acquisition. One needs to look beyond the toes of the shoes and to define the functional areas where it is important for the Army to have ideas and doctrine and equipment developments. Rather than sort of settle on the five top systems, as we have in the past, we have now focused on the five key battlefield operational capabilities that are important to the future of the Army.

The last two areas that I would consider important for the future are jointness and operational art. Our bus-

iness, of course, is being prepared for war so as to deter it. And clearly, the Army has to be very "joint-oriented." If we go to war, we go as joint forces. And it is imperative that we work towards a better coalescing of programs and resource commitments among the Services.

The Army and the Air Force have made, I think, and I'm sure (Air Force Chief of Staff) General Charles Gabriel would agree, unprecedented progress with the 34 joint initiatives. They reflect a willingness to abide by trust between the Services.

In the development of our annual budgets, an Air Force general sits in on all of the Army meetings and vice versa so that there is total trust. There is no secret that is kept from the other. As a matter of fact, the other Services do the same thing. Of the 34 initiatives so far now, about a third of them are already accomplished. Great progress has been made on the others. All of this is going to lead to substantial cost avoidance for both Services and they have led and are going to lead to a far improved operational capability on the battlefield because procedures now are much better understood and agreed on.

Tied with the joint initiatives that I think are so important to our operational capabilities is a better understanding within the Army officer leadership of the operational art.

Our business is to be warrior-oriented, as I indicated, and we have made some important progress in developing better schooling for our young officers. There's a two-year course for some selected officers at Ft. Leavenworth. We've now instituted a two-year program at Carlisle for War College equivalent officers to become more deeply involved in the operational art and to contribute their thinking as to how we might revise our instruction. I personally oversee their assignments to be sure that they're being used in operational-type assignments.

We just had a corps commanders conference here. I hold an annual conference with them and an annual conference with divisional commanders, and we spent part of that conference on the operational level of war.

It helped me understand that we need to do a better job of developing a fundamental awareness of the operational art in our senior leaders as well as our junior leaders.

AFJ: We have sat in on the course at Ft. Leavenworth. That was a real shot of red, white, and blue. It is one of the most dramatic contributions we have seen in 30 some years to come out of the Army Combat Development System in terms of getting the doctrine ahead of the power curve. What impressed us was not just the concept of the operational art, but that it in fact was translated down to the level of those officers at Leavenworth and at Carlisle. It was such a very fast transfusion of that new doctrine, that new concept of war. It was really inspiring.

Gen. Wickham: The final point that I'd leave in terms of a vision comes back again to the first one of trying to create a climate in the Army where young people can grow to the fullest of their God-given talents, where young people can make mistakes and still survive.

I want to get rid of the "zero defects" Army, to develop a leadership that truly does mentor—"footlocker counseling" is a phrase that we have coined to describe that. I want to develop a leadership that truly cares about soldiers and their families, and that makes efforts to improve their lives and therefore contributes to an Army that feels better about itself.

That Army, therefore, because it feels better about itself, because of an inspired leadership that sets an excellent example personally and professionally, is an Army that is going to be more ready than it has been in the past.

That is an Army that can be great, as opposed just to being good. That is an Army that will deter hostilities, and if deterrence fails, is going to acquit itself very well on the battlefield.

INTERVIEW WITH THE ARMY

September 1986

Q. The purpose of our requesting an interview with you, General, is to be able to give our readers a picture of the readiness of the Army. In general, how is it looking?

A. I have looked forward to the opportunity to share with you some views about the Army. You have seen in your over 20 years or so with Army magazine some enormous changes. So, you have observed why this is, I believe, a good Army—one that is getting better. It's getting better for a variety of reasons that include the people we're getting, solid doctrine, modernization, and sustainment. One of the areas that General Charlie Gabriel (former Air Force Chief of Staff) believes is his greatest legacy is the effort we've undertaken in the way of joint cooperation between the Army and the Air Force. So, there are very good things that can be said about our progress in the past three to four years.

However, we're only about 30 percent modernized, based on our plans. So, we have a way yet to go and hope that the Congress, in its wisdom, is going to permit that continued modernization. We also have a substantial way to go in building deployment capabilities with strategic airlift and seabift. It is a joint dimension we still have to work out.

Q. Is that 30 percent by design or what you have been able to get?

A. No. As you know, Jim, during the 1970s, the Army by and large lived off-the-shelf, and we had net negative real growth in our investment accounts. That's not because the leaders weren't anxious to provide for new ideas and new programs; it's just that they did not get the support from Congress. It was only in the beginning of 1980 that this Administration was able to gain substantial resources for all of the services, and we began a growth in terms of modernization.

Our modernization in the Army began after that of the other services. We have now only fielded about 30 percent of the planned acquisition. As an illustration, we have only about 30 percent of the Abrams tanks, Black Hawks, and Bradleys that we are planning to buy that are actually out in the force. So that is why we speak of our modernization being 30 percent complete.

We are modernizing the Army across-the-board—the Active forces as well as the Reserve Components—the principle being "first to fight, first to be equipped."

There are Guard units that are receiving Abrams, Bradleys, and Apaches ahead of active units because "Capstoned" units are first to fight, and thus first to be equipped.

We are modernizing, by and large, the heavier side of the Army, that which is oriented towards the most sophisticated combat environment that we may face, in NATO. On the lighter side of the Army, there is less modernization taking place. With helicopters, however—the Black Hawks, for example—we are modernizing these. So the bulk of this modernization is oriented on the heavier side of the Army, and that is going to continue.

Q. Contrasting the two—the Reserves and the Active Army—is a proportion of modernization about the same for both?

A. I would say it is more in the Active Army because of forward deployment. Forty-three percent of the Army is overseas, on the frontiers of freedom, if you will, in the Alliance structure. Those forces may be involved very quickly in hostilities. Therefore, they need to receive the modern equipment first—in the prepositioned supplies that we provide overseas, the Prepositioning of Operational Materiel Configured to Unit Sets (POMCUS). The six division sets of equipment we are to station in Europe have to be modern. The war reserves we are positioning forward also have to be as modern as we can provide, since they would replace the modern items that would be lost in battle.

As we move in a direction of filling those division sets with modern equipment, we are denying the opportunity to put all modern equipment in the Reserves. But we do have a plan to get all M1s into the Active and Reserve Components' structure as rapidly as we can. Naturally, as modern equipment flows into the active structure, there is a ripple effect as equipment is displaced—M60A3s, displaced by M1s, then go into the Reserve Components. So, we still have a long way to go in the Reserves' equipment upgrade. We are probably in the neighborhood of 11 billion dollars short of equipment for the Reserve Components.

As you know, the POMCUS comes out of the Army's side, we just take equipment and put it over there. We have a long way to go to deal with the equipment shortage in the Total Army, but we are working hard at it.

Q How well are the Reserve Components interacting with the Active Army and with each other?

A It's probably better than it has ever been. You have seen the progress in the quality of soldiers and training throughout the Active Army. The Reserve Components have benefitted from that also. The quality of soldiers going into the Guard and Army Reserve has never been higher, and retention rates have never been higher. The overseas training has expanded substantially: 25,000 to 30,000 Reservists and Guardsmen are going overseas in major exercises. During my three years as the commander in Korea, I saw annually the improved quality and quantity of Reserve Component soldiers coming into exercises over there. They were better trained, better disciplined, and better motivated. So, I think that we see, from the nature of the training and the quality of the soldiers, that the Reserve Components have improved considerably.

The equipment they've been provided—modern equipment as well as that displaced from the active structure—has improved their readiness capabilities substantially. We put a fair amount of money into simulators, both in the Active and the Reserve Components, and that has raised the level of readiness. The Reserve Components are now sending battalions to the National Training Center, and they have performed effectively out there. We're shooting for something on the order of six a year eventually. There is extraordinary dedication on the part of these soldiers who give extra time to prepare for these major field exercises, far beyond what is authorized in the annual training and the monthly training.

There are also some things that contribute to readiness and to improved relations with our allies. The Guard and Army Reserve have undertaken a number of overseas training exercises. In one of them, Blazing Trails, they built roads in Central America, opening up opportunities for improved medical and commercial access. But we benefit from that activity by training. We just finished another road building operation in Honduras. Last year, we started one in Panama that continued this year.

Q How would you compare the Army of today with, say, ten years ago?

A It is a good Army, Jim, and it is getting better. It is the best Army that I have seen in over 36 years of service, and, therefore, it is obviously far better than it was ten years ago. It is better for a variety of reasons. We have improved resourcing. We are now in the

process of modernizing. An Abrams tank, for example, is far better than its predecessors. The Bradley is far better than the M113. The Apache and the Black Hawk are better than the aircraft that they are replacing. Weapons are also better.

The quality of training has improved substantially. The simulators, MILES (Multiple Integrated Laser Engagement System) equipment, the flight simulators that we have now, all have led to improved training proficiency. The National Training Center is the best training facility anywhere in the world.

Doctrine has improved. AirLand Battle is a concept that generates, in a coherent way, requirements for organization and requirements for equipment. There is, what we call now, a concept based requirement system that flows from our visualization of what warfare would be in the battle—AirLand Battle—joint. There is a coherence to it, so the doctrinal base is better.

The quality of our Noncommissioned Officer Corps and the officer corps is better. You will recall about ten years ago we lived in a period of a "zero-defects Army"—"Thou shalt not make any mistakes, or you're going to read about it in your fitness report." As a result, we took away a lot of responsibility from the Noncommissioned Officer Corps. Now we've given that back to them, and they are better trained and more willing to shoulder the responsibilities of training and leading soldiers at small-unit levels. That has led, I think, to an improved atmosphere in the Army.

Because we have gotten away from the "zero-defects" mentality to a point where leaders are now willing to let mistakes be made without crucifying people, soldiers can grow. Now, I'm not talking about making mistakes where laws are broken, but where people can learn from mistakes and still develop, and where mentoring can take place. A climate of command where people really can be all they can be, I believe, has led to an upbeat outlook within the Army that may not have existed ten years ago.

Of course, the quality of soldiers is excellent, you just have to look at the statistics to see that. Six years ago, as an illustration, 50 percent of our recruits were test category IV, now, it's less than 5 percent. Currently, we're bringing in 91-92 percent high school diploma graduates. The rates of indiscipline—AWOL, desertions, drug abuse, crimes against property, courts-martial—are among the lowest in the Army's history. With that kind of human quality, with this upbeat command climate where people are given the challenges

and the opportunities to use all of their God-given talents and the materials that Congress has given us—modern equipment, solid doctrine, challenging missions—this is a good Army. It's far better than it was ten years ago.

Q How often do you get out into the field? As often as you can, I expect.

A As often as I can. About 30 percent of my time is spent visiting Army forces, ours as well as allied forces, to establish good working relationships with our commanders and the Chiefs of Staff and commanders of the units of those armies in the alliances that we share.

Q What do you look for in these visits? I assume there are indicators and other signs that can tell you a great deal about unit readiness, leadership, and what soldiers are thinking about.

A One of the things I try to do as I go around is to bring my wife, Ann, to look at family programs and what we are doing and what we can do—encouraging a cross-fertilization of ideas, trying to be helpful on family programs. I try to talk to as many soldiers and young leaders as I possibly can to get a feel for what is on their minds, to sense the nature of their concerns. I try to visit as much training as possible in the Reserve Components, as well as on the active side, to get a sense as to the quality of that training, and I do the same thing with allied armies.

Q What initiatives that have flourished during your tenure are you particularly pleased about or which have given you particular satisfaction? I understand that many of these initiatives start on somebody else's watch but they have to come to fruition someplace.

A Every Chief of Staff builds on the enormous progress that previous Chiefs started, and so I have tried to do that. Shy (General Edward C.) Meyer started a number of important initiatives. The 9th Division, for example, is a test bed for new ideas that continues to flourish. The regimental system, the COHORT structure, and the opportunities where cohesion is building better units—those are continuing. We're into battalion COHORTs now and the results of the COHORT activity are very, very encouraging, even where we moved the whole battalion's families overseas and then back again. How far we can go with COHORTs remains to be seen, but nonetheless that was a thing that General Meyer started.

Some of the modernization programs that are

flourishing now were started with my predecessors. I have tried to build on those programs that predecessors have nurtured. Continuity and stability are important in the life of any organization.

There is a vision for the Army, and part of the vision is to continue programs to strengthen the quality of our soldiers and the quality of life for our families. I think we've made major progress in improving family life. Family medical practice, overseas dependents student travel, space available dental care, programs to address drug, spouse, and child abuse, counseling for families—all of these things have been undertaken to strengthen family life.

The second dimension, I think, is to build a more balanced structure in the Army. Clearly, the heavier part of the Army has flourished and will need to continue to be sustained, but we've tried to build in the lower-intensity part of the Army—the Rangers, the Special Operations Forces, the light divisions—far more capability for rapid deployment than we've had before and to give more balance so that we can be more responsive to the National Command Authorities and the nature of the threats that we may face in the world. I think we've tried to build a better balance in the Army structure, better balance in terms of acquisition.

We've tried to encourage productivity-enhancing technology so that we can replace soldiers with more effective machinery. I'm not sure we've done as well in the past as we should have. If we are smart enough, we can harvest substantial savings out of the Mobile Subscriber Equipment (MSE). We may be able to take away thousands of soldiers from communications tasks by using MSE, several thousand soldiers with the Combat Field Feeding System, several thousand soldiers, hopefully, with the Palletized Loading System and the Unit Level Computer System. These are illustrations of how productivity-enhancing technology may enable us to get better balance within our structure.

I think we've tried, also, to improve the "jointness," as I indicated earlier—to work more closely with our sister services so that we can capitalize on the synergism that comes from that. General Gabriel and I undertook a roles and missions study several years ago. That study has led to some 35 initiatives now, almost 80 percent of which have already been implemented. The others are in the process of being implemented. Several of them have led to cost avoidance of over a billion dollars between our services. A number of initiatives have led to improved doctrinal procedures for working more closely on the battlefield than we ever have in the past.

So we've worked hard at interoperability and jointness with our sister services. The Navy is now a full partner and has also been involved in logistics over the shore and improved sealift capabilities for the Army.

Another dimension has been in our stewardship of resources. There has been a lot of criticism over inadequate stewardship in the past. We have tried to make major efforts here to improve our process of acquiring equipment. There is far more competition than heretofore. About four years ago we were competing about 40 percent of our acquisition dollars, now we're up around 50 percent. Competition does reduce the costs, and it improves the quality of the gear that we acquire. There is a limit to how much we can compete, of course.

Stewardship also involves better care of people, the capacity to reach ahead and bring forward new technology, such as the LHX, the deep-strike weapon systems that the Army is seeking to acquire, improved modern munitions—all of those things.

So, if I could summarize, I think we have tried to build on the past, to strengthen the progress that has already been made in the Army, and to provide more opportunity for the Army to be more relevant to the era and the threats that we face.

Q What are the major areas you feel need the most improvements?

A We need, as I said earlier, to continue modernization. We are only 30 percent finished. And we need to continue in an orderly, cost-effective way with the remainder of that modernization.

A second area we need to be careful about concerns the quality of our soldiers and the support for the family. I think we are getting enough support today, but it is fragile. If people feel that there is less support in terms of people programs, pay and benefits, they may very well begin to vote with their feet and make it more difficult for us to continue recruiting and retaining quality soldiers. So I think we must be ever mindful of those whom we serve, to be sure we meet their needs, and make the Army a very attractive, productive, and challenging place to work.

I think a third area that we must be careful about deals with the overall issue of readiness. The Army's task is to be ready for war so as to deter it. Readiness is our number one business. Some of the mythology that exists is that we don't have any warriors anymore in the

Army, and we're more interested in managership. That's misguided logic. Whoever heard of George Patton in 1938? We've got a lot of those warriors in the ranks today. What we don't need are the headlines for them to be prominent. Readiness is our business. Developing warriors is our business, and we need to be very sensitive to reductions in funding that affect our training and our ability to maintain a high level of readiness in our training activities, such as those at the National Training Center, and our overseas exercises, such as REFORGER and TEAM SPIRIT.

Q What effect, if any, has the Gramm-Rudman-Hollings Act had on modernization and readiness?

A The Deficit Reduction Act has had an impact. In 1986, we had to absorb roughly a two billion dollar reduction. We are hopeful that, in 1987 and beyond, the Deficit Reduction Act does not come into being in terms of sequestering, because of the rather arbitrary nature of the sequestering of every single account. The reductions in 1986 essentially allowed us one-time authority, it permitted the President to exempt personnel accounts from the reduction. We were able to take the two billion dollar reduction in a variety of other accounts. It did reduce our flying hours, training activities, and some military construction. There were some reductions in support of personnel, and we had to release some people early. So, the Deficit Reduction Act was painful in 1986.

Q Cutbacks are scheduled to be even more severe in 1987 if the Act follows its present course. How drastic do you expect these to be?

A It's not clear yet because we don't have an authorization or an appropriation bill for 1987. We have to see what comes out of the Congress. It's conceivable that the authorized and appropriated amounts would be within the Deficit Reduction Act threshold, so that the law need not take effect.

Q I am sure you are aware that there is a great deal of concern about the Act in the field. There are all sorts of stories about what a horrible thing it is going to be and so on, and that's why I feel that any comments from you would be most helpful.

A We're hopeful, as I say, that the Congress in its deliberations on the 1987 budget will not trigger the automatic sequestering of the Gramm-Rudman-Hollings Act.

Q But at this point, I suppose all you can really do is hope.

A. At this point I think the budget figures that we see coming out of the Congress are under the Deficit Reduction Act-level. The level is \$144 billion, \$10 billion below the point where sequestering would take place. So then, you see, sequestration should not take place.

Q. At this point then, you really can't project what the long-range effects will be...

A. It would just be speculative. We're hopeful that it will not take place.

Q. The President has been quoted as saying the Army could lose as much as a division if the Pentagon's worst fears about the cuts are realized. Representative Les Aspin (D-Wis) has been said to have talked about giving up two light divisions, among other things. Would you comment, please?

A. I don't think Mr. Aspin has talked about the type of divisions. He's talked about two divisions, conceivably, and the reason for this speculation is that, if sequestration takes place in 1987, every account must be hit. Sequestration deals with outlay money, as opposed to budget authority money. Outlay money is very rich in the personnel accounts, and since personnel accounts, like military construction and procurement accounts, must be hit equally in the sequestration, we might find ourselves with substantial reductions in personnel accounts. That's how you then get into structure because, if you're going to take down substantial numbers of people, you eventually have to take down structure. But that is all very speculative. We are hopeful that the Congress in its final authorization and appropriation bills will avoid the deficit reduction level.

Q. The Army is still heavily committed to fielding light divisions?

A. Yes.

Q. How are things progressing?

A. As you know, Jim, we already had lighter divisions in the Army—the 101st and the 82nd—and we have tried to make them far more capable in terms of weapons, improved modernization, and strategic deployability. Part of the Army of Excellence design—which all of the leadership of the Army agreed to and which is tied in with AirLand Battle—is to give the corps commanders greater flexibility to influence action at the operational levels. So some of the reductions in size in our divisions have led to improved capabilities at the

corps level, and that's why now the divisions are far more deployable as units. That's part of it.

We've also tried to restructure some of our other divisions, such as the 7th and the 25th, to make them far more strategically deployable. Depending upon the theater to which they go, they may need some augmentation. We have built that kind of augmentation at the corps-level—improved artillery, TOW light antitank battalions, improved mobility capabilities—those are going to be, or already are, resident in corps units.

The 10th Mountain Division and the 6th Division in Alaska are additions to the structure. The 29th Division, a National Guard division, is basically an amalgamation of existing separate units into a light division. What we have tried to do with both the 10th Division and 6th Division is to build additional balance—both of those divisions have Reserve Components' roundout capabilities—and additional combat capabilities for deterrence and low- to mid-intensity operations. Of course those divisions, with adequate support capability, can be used in mid- to high-intensity conflicts should the need arise. And the purpose of fielding those divisions is to capitalize on the productivity-enhancing activities that we started a few years ago. As you save personnel spaces through technology, then you ought to be able to put those savings into greater combat capabilities.

We've tried to improve combat capabilities. But we have also made major progress in dealing with the combat support and combat service support shortfalls that historically have troubled the planners and unified commanders. We do have shortfalls there, in people, in units, and equipment, but we have done a number of things to deal with the problem. We have bought equipment in the current Program Objective Memorandum, investing over six hundred million dollars worth of equipment in dealing with the shortages. We have improved our identification of skills and manning levels of people to go into the shortfalls of units. We have improved the host nations support capabilities and are buying equipment for the host nations support units.

We have also gone into the requirements for units. Many of the requirements for combat service support have been historically tied to World War II documentation. We have challenged all of those allocation rules, a corps gets two of these and four of those, that kind of thing, to determine whether they really need that many, given the modern equipment that is available now. We have found, from this very thorough examination of every TOE, savings upwards of 30,000 or more people and that has reduced requirements. So,

through our productivity enhancements' efforts and our Logistics Unit Productivity Studies that we have undertaken—the examination of allocation rules and modern equipment that we are beginning to procure—I think we have done a considerable amount to deal with the combat service support and combat support shortfall.

Q. What are your comments about some of the criticism the light division-concept has received?

A. Well, I think some of the criticism is probably oriented toward the feeling that we haven't done enough to deal with the combat service support shortfalls, and I think we have. Some of the criticism of the light divisions derives from a feeling that we need to continue to emphasize the heavier structure more and more. I think we have made adequate progress with heavy structure, and we continue to do that.

Some of the criticism of the light forces comes from an inadequate appreciation of the low- to mid-intensity environment in which we are more likely to find ourselves. I don't believe it is adequately responsive to the the National Command Authorities for the Army, in a crisis period, to take three weeks to move one of our divisions any place in the world. I think we need to be more responsive—it will take a week to move a light division—and to build some capability there for a tough-fighting unit.

What we have done with our light divisions and the design of them is keep them very lean and combat-capable. The tooth-to-tail ratio is twice that of a standard infantry division. They have artillery, long-range artillery—155s are there—and they have nine infantry battalions, like standard divisions. They have enough air and ground mobility to move a third of their combat forces at one time. They are tough units. They do contain sustaining capabilities, but like every other division, they need resupply. So what we've tried to do is build a little stronger capability and far more deployability for the low- to mid-intensity environment.

I guess a bureaucracy does not accept new ideas readily. The high tech, light division that General Meyer started—the 9th Division—and the Army Development and Employment Agency (ADEA) were not accepted entirely and still aren't throughout parts of the Army. New ideas take time to be accepted widely. One has to have vision in any bureaucracy or organization to accomplish what the leadership tries to do. (Secretary of the Army) Jack Marsh has been extraordinarily helpful in sustaining these kinds of visions for the Army

to reach ahead and try to build some broadly-based momentum.

Q. One of the criticisms of the light division is that it does not have a clearly defined mission. Would you comment on that?

A. Well I think the mission is clearly defined. Light divisions are designed to function in the low- to mid-intensity environment, to get to crisis areas rapidly, either to deter hostilities or to influence them to our advantage. They are designed to work hand-in-glove with heavier forces. USAREUR came forward with the requirement for light divisions; the Joint Chiefs of Staff in their overall requirements for forces have asked for six light divisions; so there is a requirement for them. They can function in the high-intensity area with corps reinforcement. As you know, there is a fair amount of Central Europe that is forested, that is wetland, that is urban sprawl with substantial obstacles. Light forces, with some augmentation and additional antitank capabilities—TOW light antitank units, which are already resident in the Army today—and with some additional artillery can function. As an illustration of that—probably the most compelling illustration—in TEAM SPIRIT this past year, the 25th Division, a light division, went to the exercise and took a TOW light antitank battalion out of the Guard. It took several Reserve Component units, including a USAR battalion, and picked up two Korean regiments. It amalgamated that force and functioned very effectively as a combat unit in the exercise, which is the largest maneuver in the Free World.

This illustrates that the light divisions, with proper augmentation, can capitalize on the reinforcement capabilities that are available to us. And they can free up heavier forces for strike operations by capitalizing on the restrictive terrain in which strike forces might have some difficulty maneuvering.

Q. Some members of Congress, such as Senator Carl Levin of Michigan, have spoken out strongly in favor of raising the nuclear threshold by giving more emphasis to our conventional capabilities. Do you see any promising trends in this direction?

A. I wish I saw a substantial trend. Jim. The share of the defense dollar that has gone to the Army over the past ten years hasn't changed too much. If we are serious about raising the nuclear threshold, I think we have to continue improving our conventional capabilities, including modern equipment. It also includes the deep strike capabilities that will come with the modern mu-

nitions we are trying to acquire that will enable us to strike second- and third-echelon forces before they ever arrive at the forward line of battle. So there have been a number of initiatives in Congress to improve the funding level of conventional forces, and we applaud all of that.

Q. This year's Army theme is "Values." What part does this theme play in enabling the Army to perform its mission?

A. The Secretary of the Army, with considerable vision, has instituted the annual themes to focus the Army in a particular direction and to institutionalize progress. There's a synergism from all of these themes, beginning with the Spirit of Victory, then Fitness, Excellence, and the Year of the Family, which led to the Community and Family Support Centers. There are a number of legislative initiatives, overseas dependent student travel and family medical practice, as a result. The Year of Leadership was to enrich the performance, training, and the commitment of leaders throughout the Army.

Now we have the Year of Values, a theme which ties into the human dimension of the Army and the underpinning of our soldiers and their families, the basic values that have made our society great. These are historic values in support of freedom. The theme also improves their competence, courage, commitment, and candor, the "four Cs," an illustration of basic human values that lead to better soldiers and better readiness. The ultimate purpose of the Values theme is to lead to an improved Army that is readier.

Q. Has the Values theme been perceived the way you would like it to be perceived? The term is quite general, and what is a value to one person is not necessarily the same thing to someone else.

A. The idea of values is probably abstract to some soldiers, but when we've gone out and done surveys on how the soldiers feel about the values of freedom, commitment, duty, courage, competence, or technical skills, for example, we're amazed at the high order of acceptance of these values, both at the soldier level, the junior and the senior leader level. So it tells us there is a solid base of values in the Army. It's very reassuring.

Why, then, emphasize the theme, "the Year of Values?" I think that we can strengthen values and get soldiers to think more deeply about how they can become more competent and how being more competent leads to readier units, why a commitment to enrich their understanding of personal integrity leads to better

leadership, to families that are closer and who stay together better, and why nurturing a sense of commitment leads to an Army that is stronger than it might otherwise be. So that's what we're after. The Secretary of the Army has gone around and has talked to every division about the theme of Values. And as I've gone around, I've tried to talk to thousands of soldiers in groups of 200, 300, and 400 about the theme of Values and how important it is to improving the Army that we have today.

Q. How has the Army's new campaign against smoking been received?

A. The campaign against tobacco use in the Army is derivative of the Secretary of Defense's directive that has been published. It's all designed to improve the well-being and fitness of the armed forces. Clearly, soldiers and families who are free of tobacco usage are more capable of fulfilling the missions that are asked of us and are probably going to stay healthier than might otherwise be the case. So, that's what we're trying to do through education, trying to help people make intelligent choices about the use of tobacco and trying to protect the rights of those who smoke and the rights of those who don't. There are certain areas where we don't want smoking to be in evidence, such as in the schools, child development centers, conference rooms, aircraft, and conveyances. But many of these prohibitions on smoking in certain public places go back many years, so there's no change there.

Q. Are you offering any incentives, or is it a volunteer program based more on persuasion than coercion?

A. It's more of an educational program to make people think intelligently about the use of tobacco—trying to discourage people from its use and to provide opportunities for assistance to break the habit. So it's largely tied into an educational situation.

Q. Do you expect the provisions of the new Military Retirement Reform Act to have any significant effect on enlistment and retention rates?

A. It's too early to tell, Jim, because everyone in the force now is "grandfathered," and young people coming into the service really do not indicate retirement as being very high in their priorities for joining the service.

Q. At what point in their careers does that become a retention factor?

A. Probably not until their first or second reenlistment

will it become a very high-priority item. So it's hard to tell right now. There are models that suggest there will be some reduction in retention and enlistment, but we just have to see. One of the purposes of this legislation is to encourage people to stay in the service longer, and I think that is a beneficial incentive because the longer we can keep people the longer we can capitalize on the experience and training that we have embedded. It still preserves a 20-year retirement option, which is healthy for the Noncommissioned Officers Corps. A noncommissioned officer who retired at 20 years under the old retirement plan still had to work anyway. Under the new arrangement they don't have to work also; they have to work harder, because the retirement will be less. But still the option is there which I think leads to some healthy turnover, although we have now provided incentives for people to try to stay longer rather than to leave early.

Q. Has the improved economy had any effect on recruiting?

A. We have broken the relationship that tended to exist in the past between the unemployment rate and enlistment rate. Even though the unemployment rate has gone down for the past several years, the propensity to enlist in the Army has increased and we continue to bring in 90 percent high school diploma graduates. We finished this recruiting year two months early, and what we're doing now is recruiting people for the delayed-entry program, they will come in after the 1st of October. So, I think the improved economy has not had an appreciable effect yet on our bringing in quality recruits.

Q. Studies show that the pool of eligible recruits in the 18 to 24-year-old range will be 2.5 million lower by 1987 and four million lower by 1995. In view of these figures, do you feel that the Army can maintain desired quantitative and qualitative levels by recruiting?

A. There has been a reduction in the 18- and 19-year-old group, which affects all of the services, that's not only true in the United States but elsewhere in the world. This has forced us to focus more on the 20- and 21-year-old groups on which we had not focused significantly in the past. It also suggests that keeping the Army at a fixed end strength level—the active strength has been fixed now for the past five years—has enabled us to concentrate on quality with the available manpower pool that is there. That's one of the reasons we chose five years ago to keep the active Army small so that we could concentrate on quality, both in modern equipment and people.

The manpower pool picks up again in the mid-1990s; it begins to grow in size. So we're talking of a temporary period here, where we need to be very cautious about how we recruit and the nature of our advertising and the educational incentives that Congress has provided for us: the Army College Fund, the new GI Bill, the VEAP program. Those have been very valuable to encourage quality young people to come into the Army.

Q. What is the chief reason that young people join the service?

A. I think there are probably two main reasons why young people choose to come into the service. One of them is the challenge of the military, some particular skill that they hope to develop or the challenge that comes from adventure—something new. I think the phrase "Be all you can be," a wonderful recruiting phrase, appeals to people of any age. It appeals to young people because of the opportunity to make full use of their God-given talents. And so that is an appealing thing. I think there is a second element that has been at work in society in the past four or five years, and that is there has been a renewed sense of patriotism and love of country that has attracted people to the military. This is a proud place to be; it is a good place to go and serve, and we don't have the problems that we had in the mid-1970s. I remember when I got out of Walter Reed Hospital after being severely wounded in Vietnam in 1968. I was in Grand Central Station in uniform with a cane, and a well-dressed woman came up and spit on me and called me the foulest names you can imagine.

Well, those days are gone, and I think we see now that the Army is an attractive place for young people to serve, a good place for young sons and daughters to be. And that has led to more people coming in, more people being receptive to our recruiters. We've also got a very effective recruiting force. The U.S. Army Recruiting Command is a professional organization that knows how to do the job of encouraging people and making contacts that bring in recruits.

Q. How are the Army's new young officers looking?

A. The quality of officers is better than it's been in the past. The rigor of the academic world continues to improve, both in the ROTC and at the Military Academy. The military educational programs we have provided have led to tougher training than ever before. The Combined Arms and Services Staff School (CAS3) course

that we now have instituted, is, I'm told, a sort of Ranger school in the classroom. We have doubled the Ranger school output as an illustration of more training for younger officers. So, I think that we're not only improving them in their professional skills through our training, but we are capitalizing on higher quality people coming in in the first place.

We've got more ROTC scholarships than we've ever had before, and we have tougher ROTC training. I've seen this training in the past few years and, I must say, this year I am very impressed with the enthusiasm that I see among these ROTC cadets for the training they are undergoing.

Q. The retention of young officers—captains and lieutenants—has been a problem at times in the past. How well is the Army doing in this regard right now?

A. I think the retention level is good, but that's not to say it couldn't be better. We have regular officers who leave the service to do other things; the attraction of greener pastures is always there. But we do have, on the ROTC side, a number of officers who would like to stay on active duty that we can't keep by virtue of the DOPMA limitations. So I would say the picture is mixed. I would like to see a higher retention level than we have, particularly among our regular officers.

Q. The Chief of Staff's mandate—if that is the word—is quite broad when he takes office, the interpretation often reflecting such things as his personality, leadership style, philosophies of life and priorities, among other things. How do you view your role? When you became Chief of Staff, what did you hope to accomplish?

A. As I mentioned earlier, the Chief of Staff builds on the momentum of the organization he inherits and the good ideas of his predecessors, and I've tried to do that. A good steward, a uniformed steward, also builds a very strong relationship with his Secretary (of the Army), and I've tried to do that. Jack Marsh and I are very close personally; we think alike on many subjects, and we discuss virtually everything together. I've tried to establish a very close working relationship there. I think the uniformed steward needs to provide a sense of direction for the Army that goes beyond just inheriting the momentum of the past. And that sense of direction, in part, is a function of the era in which the Chief finds himself.

General Meyer spoke in his *White Paper* of the vision of the 1980s. I think that what we have tried to

do on my watch is to provide the vision for the late 1980s and early 1990s in terms of a more balanced capability in the Army: an Army that is stronger in terms of its commitment to people, including families; an Army that is more deeply rooted in its professional art through better training and doctrinal development—the operational art, the historical perspectives that give us the capability to capitalize on lessons; and, I think, an Army that is far more committed to the joint dimensions of the complex missions that we inherit.

Also, and I guess this is a personal thing, my nature as an individual is one of openness. It is one of caring leadership that involves mentoring and the giving of experience. It also allows people to make mistakes so that they can grow and capitalize on all of their God-given talents. When I talk to all of the battalion and brigade commanders when they assemble for the two-week course at Fort Leavenworth each month, I ask every commander to sit down with his officers every three months, tell them about the good things he sees, and about the areas in which he thinks they can improve. I want the commander to turn his officers on, then give them of his experience, and share some of the knowledge and the pitfalls that he has avoided or fallen into, so that they can grow. That turns young people on.

I think if we have commanders who mentor like that, then we have leadership that has eyes to see and ears to hear because you are going to be thinking about taking care of people. That's really what we can do in peacetime: build more solid capabilities in our subordinate leaders. That's our most important legacy. What I've tried to do in the Army in the past three years, too, is to improve the climate of command throughout the Army to really capitalize as best we can on that phrase, "Be all you can be," so let the Army be all that it can be, rather than to straitjacket it with an atmosphere of fear and jeopardy that inhibits progress. But that's my nature and I think every Chief of Staff will have his own unique style of leadership, and that has just been mine. To the extent that it has been helpful to the Army, then I think the Army has been enriched.

I'd just like to leave one last thought.

This is a good Army, and it's getting better. It is not a great Army, but what can make the Army great is simply the quality of leadership and the enrichment of values. That's what we are all about: to move the Army towards a period of greatness. The Army undertakes extraordinary missions: 43 percent of the Army is overseas and a lot of sacrifices are being made by people who man the frontiers of freedom, by people who spend

a lot of time away from their families on exercises and deployed missions. It is an Army that is tremendously dedicated: the uniformed members, the civilian members that support us in many unsung ways, and also the families who share in the sense of sacrifice and the sense of support. One only sees that in bold relief, probably, after tragedies—the tragedy of the Gander crash, the loss of LTC Arthur Nicholson—to see the strength

of the families shine forth. The families *do* share, and they *do* provide a solid source of strength in the Army. So, it is a good Army and getting better. We have a way to go in terms of our modernization, and we have a way to go in terms of enriching the quality of the leadership of the Army. A part of our vision, as I indicated, is to make this into a great Army.

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